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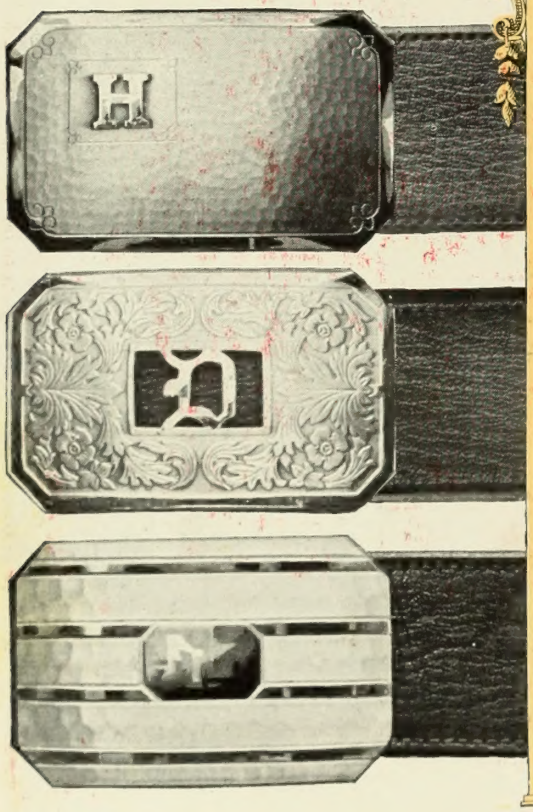
MEN'S WEAR REVIEW

Vol. XII. No. 1 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA January, 1922

The Famous HICKOK Belt Makers



You Profit By Our Big Purchase

TO MEET the enormously increased demand for HICKOK Quality Belts and Buckles, we have made the largest purchase of raw hides ever made in our history—an enormous importation from East India, now being specially tanned under our personal supervision.

The choicest East India Calf and Buffalo skins obtainable have been secured — that HICKOK Belts and Buckles of 1922 will represent the greatest belt and buckle values that have ever been offered.

Our salesmen are now showing the latest, decidedly distinctive HICKOK Buckles and the newest HICKOK Belts. You will be impressed by their attractiveness.

See the new line of HICKOK fraternal buckle designs.

THE HICKOK MFG. CO., LIMITED

33 Richmond St. W. - TORONTO, Ont.

Combined Canadian and U.S. Factories Largest in the World Manufacturing Belts and Buckles.

ROCHESTER, N.Y., U.S.A.

HICKOK

Belts & Buckles

Copyrighted C. P. & Co.

THE SPRING LINE now being shown is replete with strong selling novelties. Every W. G. & R. soft shirt has the patented double-wear reversible cuffs, a feature that not only doubles the life of the shirt, but halves the dealer's selling effort.

The W. G. & R. Shirts will be extensively advertised and the consumer demand maintained and increased. Link your shop to it.

CLUETT, PEABODY & CO. *of* CANADA, *Limitea*

MONTREAL TORONTO WINNIPEG VANCOUVER

ARE
SHIRTS

THE OFFERING is complete. It embraces every adaptable shirting, made up in a way that reflects the greatest credit on the Canadian shirt makers. The tailoring, the body patterns, the colorings and the very wide range of patterns offered make it a line that the dealer who strives for leadership cannot afford to miss.

The Arrow Shirts will be clothed in a quality and backed by an advertising campaign heretofore unapproached in Canada.

CLUETT, PEABODY & CO. *of* CANADA, *Limited*

MONTREAL TORONTO WINNIPEG VANCOUVER

OW

r Spring

Copyrighted C. P. & Co.

ARROW
SOFT COLLARS
WITH THE FIT ASSURING
ARA-HOOK

The Arrow soft collars with the Ara-Hook device sit exceedingly well, and are very quickly adjusted. It is an outstanding feature that gives the dealer a worth while talking point

CLUETT, PEABODY & CO. OF CANADA, LIMITED

NECKWEAR :-: NECKWEAR

Spring Line

——NOW WITH——

Our Representatives

Super-Excellent showing of Staples
in finest Sinso Cloths, also Fancies
in attractive Qualities
and Colorings

NIAGARA NECKWEAR CO.
LIMITED
Niagara Falls, Canada

There is only one make of knitted underwear made in Canada—that is reinforced at all wearing parts.

That is

"CEETEE"

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

Our travellers are now on the road with new samples and prices — with a full line of CEETEE and Turnbull's Ladies', Children's and Infants' garments.

Don't place your order until you have seen our lines.

Made only by Turnbull's of Galt, Canada

Something New!

Each and every garment distinctive, materials of finest texture, hand-tailored, comfortable and reliable. Durability and luxury charmingly combined in beautiful and striking color effects. Our Spring prices are the lowest consistent with dependable merchandise.

You are heartily invited to call when in Toronto attending the Retailers' Convention. See this new line—with new ideas.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET EAST

TORONTO

Advertising for 1922

Palm Beach advertising plans for 1922 have been completed.

The campaign is now being prepared.

Newspaper and magazine advertising will cover every important point in Canada.

It is by far the biggest advertising campaign Palm Beach Mills have ever conducted.

It will emphasize the advantages of Genuine Palm Beach Cloth.

More about that later.

Palm Beach is nationally advertised

THE PALM BEACH MILLS

Goodall Worsted Company, Sanford, Maine

A. Rohaut, Selling Agent, 229 4th Ave., N.Y.

New Dods-Knit Lines Are Opened

See This Trade Mark on Every Garment

Selling Agents

Ontario and Western Canada:

R. Reade Davis
Manchester Building
33 Melinda Street,
Toronto, Ontario.

Quebec and Maritime Provinces:

William C. Forster,
128 Bleury St.
Montreal, Quebec.

WE are pleased to announce to the trade that we have opened our new lines for Fall delivery 1922.

Our Selling Agents have full sets of samples, and are now touring their respective territories.

Do not decide upon your requirements until you have seen the new samples—they're good!

Two Additions This Year

are—Beaver Fleece for ladies and children made up in

Vests and drawers, combinations and bloomers for ladies.

Waists, bloomers and sleepers, vests, drawers and combinations for children.

Each garment will be stamped with our new trade-mark—our guarantee that the quality is there.

All lines have been made out of new stock, so that we are able to touch rock bottom with prices.

Our new factory is completed, and with the addition of the most up-to-date bleaching, knitting appliances, etc.,—the Dods Scotch and Elastic Knit guaranteed 100% pure wool, Dods Merino and Dods-Knit Beaver Fleece lines are the best that money can buy.

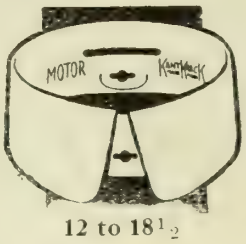
The Dods Knitting Company Limited

ORANGEVILLE - ONTARIO

Our Policy The Golden Rule

12 to 19

Begin The New Year *Right*



12 to 18½

by always keeping your KANTKRACK collars well displayed—their economical features alone make them fast sellers.

A Saving of Three Cents a day in laundry bills is a saving well worth considering these days. KANTKRACK collars are guaranteed to give satisfaction and linen-like in appearance and always up-to-date in style.

One Grade Only And That The Best

Made in Canada

Parsons and Parsons Canadian Limited

Est. in U.S.A., 1879 **HAMILTON, CANADA** **Est. in Canada, 1907**

For Spring Displays

The Oxford line will excite more interest and admiration than any you can show. The style and fit of this brand of suit gives the character that strikes the fancy of young men.

Exceptionally good values are being offered in boys' suits. Style, comfort and wear all combined.

We are in a position to make

IMMEDIATE SHIPMENTS

Our stock includes all the desired shades.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

CLOTHES IDEAL—for the MAN

SPRING 1922

Style is the Soul and Spirit of Young Men's Clothing.

Quality is the Flesh and Blood.

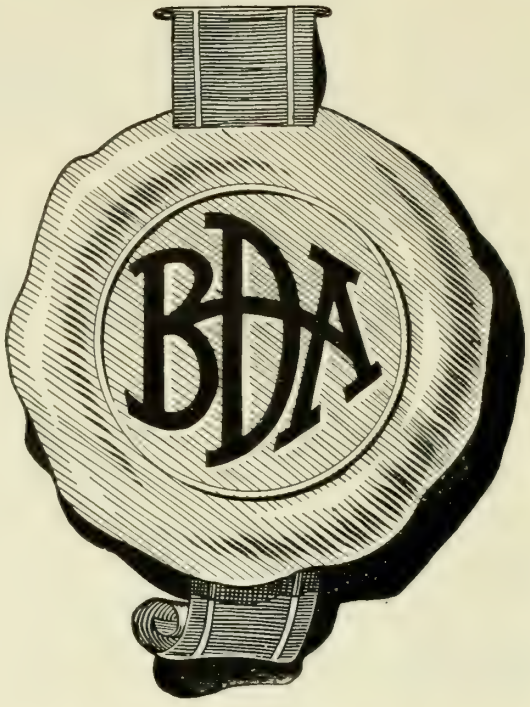
Leishman Made-to-Measure clothing is CLASSY because they are constructed with taste, refinement, high grade art work and made from the highest grade material.

We Want YOU to be the Judge.

Make our showrooms your headquarters when in the city attending the Retailers' Convention. We also want you to see our exhibit at the King Edward Hotel, Booth 23, Pompeian Room.

Wm. H. Leishman & Co., Limited
192 Spadina Ave., TORONTO, ONT.
Makers of the Best Tailored Garments for Men

The Hallmark of Excellence in the Textile World.



This Mark on Fabrics is a Guarantee of the Utmost in Dyeing and Finishing.

COTTON LININGS that equal silk

BDA **"MARQUISE"** is a finish for Cotton Venetians that makes these sturdy linings equal the finest silk linings in appearance and durability, and are not affected by pressing or ironing. An exceptional lining for men's wear.

BDA **"SUNBRITE MARQUISE DE LUXE"** finish gives to cotton Venetians a lustre and depth of shade, second only to silk.

WRITE FOR SAMPLES TO

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST.

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA

(COPYRIGHT)

Retail Clothier's Convention

Feb. 13—17

KING EDWARD

Toronto

The Convention at Toronto offers you an opportunity to learn more about

Coppley, Noyes & Randall Clothes,

the best tailored garments in Canada for Men and Young Men.

You are cordially invited to visit our exhibit at

Booth 50

where the very latest Model Garments will be on display.

Coppley, Noyes & Randall, Limited

Hamilton - Canada

(New Way Store Equipment)

NO UNSIGHTLY STOCK BOXES ABOVE FIXTURE LINE
SPACE 48 in. x 45 in. 15 SQUARE FEET
CAN SHOW TWO DOZEN STYLES AT ONE OPERATION
CAPACITY 24 DOZEN

Increase Sales

Decrease Expense

Start right for 1922, by installing the new way system of store equipment for Men's Wear stores.

AN INVITATION—While at the Convention call at our Show Rooms and inspect our Exhibit.

Jones Bros. Co., Limited

Show Rooms

29-31 Adelaide St. West

TORONTO

ACME
TRADE MARK

SPRING SORTING

Our Salesmen
Are Now Out

Acme Glove Works Limited
Montreal

Fine Gloves
Work Gloves
& Mitts
Work Shirts
Fine Shirts
Knit Goods
Overalls

New Goods
New Prices
Immediate
Deliveries

ACME
TRADE MARK
PELTERS
TRADE-MARK

Coats of Real Leather

WATCH FOR
ACME SALESMEN

They are on their way to you with the snappiest line of samples shown in Canada this year consisting of:

Reversible Leather Coats
Fur Collared Coats
Chappie Coats
Ulsters
Ulsterettes
Mackinaws
Sheep-lined Coats

For Style, Quality and Workmanship there is no line made that approaches them —and the prices are right.

Acme Glove Works
LIMITED
MONTREAL

Men's Wear Review

VOL. XII. JANUARY, 1922 No. 1

Forthcoming Convention of Ontario Clothiers Feb 14th & 15th Promises to be Best in History

Will be Held in Conjunction With Textile Products Exhibit and Other Retail Conventions During the Week—Program of Interesting and Practical Subjects to be Discussed—Closes With Big Banquet on Wednesday Evening

WHILE the complete program for the convention of the Ontario Clothiers at the King Edward Hotel, Toronto, Tuesday and Wednesday, February 14th and 15th, has not yet been arranged, enough of it is known to assure both an interesting and instructive two days' session. This convention is being held in conjunction with the Textile Products Exhibition, and with other conventions of Dry Goods Merchants, Merchant Tailors, and Hatters and Furriers during the week of February 13th. The Textile Products Exhibition will be largely devoted to the products of manufacturers of the various men's wear lines. Over eighty booths have been arranged for the mezzanine floor of the King Edward Hotel and, at this time of writing, fully fifty per cent, of them have been engaged by manufacturers who see in this event an opportunity to get greater co-operation between themselves and the Canadian retailer through the showing of merchandise which they believe to be the equal of any made in the world. The clothiers' convention, the textile exhibition and the other convention being held in the city during that week warrants the belief that from 1,500 to 2,000 business men from all sections of the province will journey to Toronto at that time.

Executive at Chatham

The Executive of the Clothing Association met at Chatham on Tuesday, January 10th, to continue their arrangements for the convention and to transact other routine business. President Fitzpatrick occupied the chair and Messrs. Brimmill (secretary) of Lindsay, Picord of Peterborough, Begg of Hamilton (vice-president) Stevens of Barrie, Hern of Straford, Grey of Chatham, and Provincial Secretary W. C. Miller were in attendance. Throughout the entire day they wrestled with matters pertaining to the welfare of the organization and worked with the program for the convention. Their day's deliberations were brought to a close by a banquet in the evening at which many of the merchants of Chatham were present.

R. P. FITZPATRICK, President

"Speaking on behalf of the Retail Merchants' Association of Ontario, I want to extend to every member of the trade an earnest and cordial invitation to attend the annual convention to be held at the King Edward Hotel on Tuesday and Wednesday, February 14th and 15th. The fact that three or four other conventions will be held in the city during this week, bringing many hundreds of business men together, ought to be an added incentive to every dealer to make a special effort to come so that he may not miss the opportunity of exchanging ideas with fellow-merchants from all sections of the province. These conventions, together with the Textile Products Exhibit in which many manufacturers of men's wear lines will participate, ought to make it—will make it—a week well worth while to every business man who avails himself of the opportunity to attend.

"The Executive of the Clothing Branch of the R.M.A. has been engaged, during the past year, in various activities that have directly benefited the trade throughout this province. Since February, 1921, many matters affecting the immediate interests of men's wear dealers have been deliberated upon at our various executive meetings and at our forthcoming convention it is my intention to give an account of our stewardship to you. I am certain this will be not only interesting, but will occasion surprise to many who have not correctly estimated the breadth and importance of our work.

"The subjects to be discussed at the convention are practical in every sense of the word. Men have been selected to take charge of them who can be depended upon to throw considerable light on the dark places in merchandising at the present time. We have felt the need of getting very close to our problems for this year, and your presence at the convention will not only encourage us in the work we are trying to do but will strengthen the hands of the entire organization in coping with the various problems which confront it throughout the year."

The Program

Tuesday morning, February 14th, will be devoted to the usual opening ceremonies in connection with the convention. There will be the registration of delegates, the reports of the various secretaries and the annual address of Pre-

(Continued on page 47)

Hard Work, Close Economy, Sound Judgment; These Three Lead Back to Normal Conditions

Credit Conditions During 1921 and Outlook for 1922—Not so Many Failures as Anticipated—Reasons for Failures Due to Lack of Proper Store Systems and Careless Stock-taking—Stocks Should be Written Down During Inventory

Written especially for Men's Wear Review by A. S. Crighton, Secretary Canadian Credit Men's Association, Lmited, Toronto.

FOR those engaged in merchandising, the year just ended has been perhaps the most difficult ever experienced in the history of Canada and that so few, comparatively speaking, have failed to weather the storm is evidence of the ability and sound business judgment exercised by the great majority of our retail merchants.

During the prosperous years of the War and subsequently until the middle of 1920, money flowed freely. High wages were paid for all classes of labour and the public spent as freely as they earned. Manufacturer, wholesaler and retailer prospered. Gradually, however, business began to slow up. Shelves, emptied during the War, became stocked to repletion with merchandise bought at the peak. Buying at the peak means selling at the peak and in spite of the general slowing up in business, signs of unemployment and a tightening of money, high prices were still maintained.

Then came the buyers' strike. Our most exclusive citizens talked of wearing overalls—not that they ever did, but they talked about it. The public, however, began to think they were being robbed. Of all successful strikes the buyers' strike was probably the most successful. Prices not only fell—they tumbled, rolled and bumped each other like a regular avalanche all the way down the hill.

Bottom Has Been Reached

Has the bottom been reached? In the opinion of the writer, speaking generally, it has. Some lines will go still lower, others will stiffen again, but for normal requirements the retailer is safe in buying freely. Price fluctuations are inevitable, but this is a condition we have to face when business is normal.

The Future Bright

What has the future in store? For Canada—peace, prosperity and plenty. Anyone who has travelled the length and breadth of our great Dominion and has watched its development for the past twenty years is a pessimist indeed who cannot see prosperity in sight. Our natural resources are boundless and their development is as yet only commencing. With a return of confidence, capital will loosen up and work will be provided for all. This does not mean, however, that the average merchant is ever again going to enjoy such business and profits as were his during the fictitious prosperity of the War period and it is altogether likely that for some time to come quiet business is likely to prevail. To meet this condition, it is going to be necessary to get right down to hard pan in the matter of reduction of overhead expenses to the lowest possible minimum.

Causes of Failure

The granting of indiscriminate credit by many retail merchants is the cause, in some cases, of absolute failure and in many cases, of a failure to reach that measure of success which they would otherwise attain. Under existing conditions the wise merchant is he who exercises a firm hand in the collection of his accounts and the greatest discrimination in the granting of credit to his customers.

In the writer's experience as administrator of businesses in financial difficulties, it has been found frequently that these difficulties might have been avoided had a proper merchandising system been in effect. In numerous instances it has been found that stock is allowed to accumulate until it becomes out-of-date and almost unsalable and, in some cases, it seems to have been the policy to push to one side good salable merchandise in order to make room for new incoming stock. The writer has in mind two instances in particular of serious financial difficulties, resulting almost in bankruptcy, brought about by no other cause. **In both these cases inventories, taken at replacement value in the summer of 1921, showed more stock on hand than the actual volume of sales for the year 1920.**

Write Down Your Stock

Many retail merchants in the writer's observance, have not as yet written off the loss caused by depreciation in prices and they are thus able to make a showing on paper, which does not exist in fact. In the terms of the vernacular, it is bad business policy "to kid oneself" and the careful man of business will write his stock down in his January inventory to just where it belongs, placing it on the market at a price which will show a reasonable profit on the replacement cost. It is only by facing the situation, as it exists, and marking goods at a price to interest the public that the springs of business will once again begin to flow. Manufacturers, wholesalers and most of the retailers have taken their losses and know where they stand. Those who have not, should do so at once.

Failures Among "Don'ts"

While on the subject of inventories, what proportion of the retail merchants take stock annually? Most of the really successful ones do. Most of those who fail, don't. In the writer's experience with The Canadian Credit Men's Association Limited, over a period of nine years, he has come in contact with hundreds of merchants who have failed. Very few of them indeed were in the habit of taking stock and preparing an annual balance sheet. Had they done so, the danger signals would have been apparent and steps would no doubt, in many cases, have been taken to avert disaster. Why go it blind when annual balance sheets and trading statements were made to see with?

With regard to balance sheets, how many merchants see fit to supply annually a copy of their statement to the Mercantile Agencies and The Canadian Credit Men's Association Limited? To do so is often as refreshing to your business as a good night's sleep is to you after a heavy Saturday. Many retailers feel insulted when asked for a statement. They feel more insulted when Credit men refuse to O.K. an order for shipment. Yet how is he to know; a "leap in the dark" is not a popular form of sport in these strenuous days. The merchant, whose position is sound, has nothing to fear from disclosing his standing to the organizations whom his suppliers look to for information and the merchant, who finds himself getting into difficulties, would do well to consult his chief suppliers before it is too late. After the trying times through which we have passed, it is no disgrace to require accommodation and this is much more readily granted, when complete information is volunteered. Legislation passed in 1920, coupled with close co-operation with creditors, has, during the period of depression, made it possible for many businesses when taken in time to be saved from liquidation, and will continue to be the means of saving many during 1922.

The future calls for hard work, close economy and the exercise of sound business judgment. With the exercise of these, a return to normal conditions is assured.

E. A. Beauchim has recently purchased the men's wear store owned by J. F. Many of Coaticook, Quebec.

The British Clothing House, of North Bay, was recently robbed of $500 worth of merchandise.

A delegation of representative Scottish woollen men are planning to visit this country early in the new year. Their plan is to inspect the field with a view to bigger business on this side of the water.

Volume of Merchandise Sold During December Equals or Exceeds That of Last Year

In Some Cases Merchants Report That Their Cash Returns Were Better Than in 1920—Generally Speaking, Christmas Trade Very Satisfactory—Stocks of Furnishings Are Cleaned Up—In Many Cases Depleted—Merchants Say Year Will be a "Watch Your Step" Year

FROM all parts of the country, reports are to the effect that Christmas business with men's wear dealers was highly satisfactory. It is doubtful if men, deep down in their hearts expected as good business as they got in 1920. Prices had fallen on an average of about 33 per cent.; there was a disposition on the part of people who could afford to spend money to conserve it; and there was a good deal of unemployment in all the provinces of the Dominion. Complaints would not have been very bitter, therefore, if December business had shown a considerable dropping off in comparison with the same month of a year ago.

In Many Cases Better

In spite of the conditions and expectations, however, there were many merchants all over the country who were greatly surprised when the Christmas rush was over. By questionnaire and by personal contact with dealers in some of the leading industrial centres in Ontario, Men's Wear Review found out that in not a few cases both the volume of merchandise sold and the actual dollars and cents returns were greater than during the month of December, 1920. In such cases, we found out that there were reasons for this increase. More advertising was done in many cases, though one dealer stated that he had an increase of $1,500 over last year and did not do "one cent's worth of advertising." That is a very good showing, indeed, but we wonder how much he would have done if he had done some wise and purposeful advertising? Various contests were held which speeded up sales. Not a few merchants began their January sales early in the month, particularly in their clothing lines which were moving slowly. One firm in Hamilton by constant sales during the month increased their volume of merchandise and cash returns greatly and had the best year in their history. Another firm by hard plugging, live advertising and a contest during the early part of the month increased their business during the last week before Christmas by 87 per cent. over the corresponding week of 1920.

Greater Volume

On the whole, the information we have secured goes to show that the volume of merchandise sold was equal to that of a year ago, if not slightly greater. More customers were waited on by practically all the men's wear dealers from whom we have heard or whom we have interviewed. There is satisfaction in this because it shows that the number of customers has not dropped off and good connections have been retained throughout the year. One of the best returns received goes to show that this merchant had the "biggest Christmas trade on record, with an increase of $1,000 over last year," and to December 24th in dollars and cents he had "an increase of 70 per cent." Still another records an increase in the sale of merchandise of 50 per cent. with a 20 per cent. increase in cash receipts.

Those who came below the standard of last year in merchandise disposed of—and there were very few—show only a small drop. The majority state that they disposed of about the same amount of merchandise, and their cash returns show a falling off ranging from 10 to 25 per cent.

The returns secured from the West go to show that conditions there were better than might have been expected. In the prairie provinces, even the volume of merchandise showed a falling off, though not greatly. Necessarily, therefore, the cash returns were less than a year ago. This is not surprising in view of the fact that money is very scarce amongst the western farmers.

Following the Christmus rush, one condition of the trade is quite universal in furnishing lines particularly. They are absolutely cleaned up. One merchant who stated that he had had better business in all ways than a year ago said he had just 142 ties left in his store on December 25th and he carries a good supply of them. This condition is general. We do not know of a single dealer whose stock of furnishings has not been well cleared out in neckwear, shirts, hosiery, webb goods, etc. From all quarters comes the word that stocks are in the best condition they have been in for many months—some say the best they have ever been in. This confirms former articles we have written to the effect that stocks were well cleaned up and that the retailer was ready to proceed with business during the year 1922 according to the demand of the consumer. Some of the replies received were to the effect that stocks were so cleaned up that buyers were going into the markets without delay to get some merchandise for their emptied shelves. This is already reflected in wholesale houses where many buyers have made their appearance since the close of the Christmas trade. A visit to the furnishing houses just before Christmas showed that everything had been cleaned up in their factories and that they had been working day and night to supply the last-minute needs of retailers all over the country.

Clothing, as is usually the case just before Christmas, moved slowly. The weather, too, was none too favorable. Whenever a few snappy days made their appearance, the demand for clothing was immediate. Many retailers helped along their clothing sales during the month by special sales in which percentage reductions were offered or radical cuts made in the former prices.

Discussing the outlook for the coming year mith many retailers, the consensus of opinion seems to be that it will be a "Watch your step" year. They are in shape to meet the requirements of the consumer without having to endure the serious losses of the year that has just closed. Their stocks are clean, for the most part, and future business will follow the dictates of the consumer. What that demand is going to be remains to be seen. In some centres where a good deal of public work or building is underway or contracted for, business men feel that the year will be quite up to 1921 with a strong possibility of improvement after the harvesting of another crop or when the time arrives that another good crop is assured. They are ready to buy when the demand reaches them. They are keen not to lose sales and will keep in close touch with the markets for value, quick deliveries and good prices.

French Underwear Real Industry

In connection with the showing of men's furnishings imported from Paris, a very interesting sidelight on this particular industry as it exists in France was given to a staff member of Men's Wear Review by a member of the committee in charge of the French Exposition.

"The manufacture of men's underwear materialized into a real industry at the beginning of the nineteenth century," he said. "The making of men's underwear was for a long time restricted to shirtmakers, and the shirts were cut to measure and finished by women. Big cities such as Paris, Lyons, Marseilles, Rouen, Lille and Nantes, had under the reign of Napoleon the First, numerous shirt tailoring shops, employing one or several cutters and women working at home. It was only in the year 1847 that a first census was made to determine the number of women working on men's underwear and in 1878 a complete report was published of the trade in general,

(Continued on page 41)

Novel Contest of Regina Trading Co.

Gave Away Over 100 Tons of Coal Free—Managing Director Says It Resulted In Large Increase of Sales At Nominal Cost—Three Tons Given Away Each Day—Store Decorations In Harmony—Rules of the Competition and Reasons For Holding it.

RULES OF THE COMPETITION

1. Each voucher will be dated, and must be presented to the Free Coal Office on, or before, that date. Vouchers must not be accumulated.

2. Each voucher when presented will be stamped with the time it was received. FIRST three vouchers presented giving nearest correct estimates will win.

3. A voucher is given with each full dollar you spend. Use transfer cards to get advantage of the odd amounts of your purchases.

4. Employees of The Regina Trading Company are debarred from the competition.

5. Should you not require coal you will be given instead a paid-up transfer shopping card to the value of the coal, $13.50.

6. The vouchers you receive on Saturday, the first day, must be turned in to the Free Coal Office not later than Monday at 6 o'clock. The vouchers you receive on Monday must be turned in by Tuesday at 6 o'clock, and so on, during the competition.

7. You will estimate on Saturday's voucher the number of words that will appear in Wednesday morning's advertisement. On Monday's vouchers you will estimate the number of words appearing in our Thursday advertisement, and so on.

8. Each figure in the advertisements is to be counted as a word (dollar and cent figures, as well as punctuation marks, such as dashes, rules, etc., are not counted).

9. Write your name and address plainly on each voucher.

10. The correct estimate and the winners of each day will be published in The Evening Post. The announcement of the first winners will appear in Wednesday's Evening Post.

11. The words of the advertisements will be counted by the Advertising Department of The Leader Publishing Company, and rechecked by The Regina Trading Company.

12. No one person will be allowed to receive more than 5 tons of coal during the entire competition.

13. The coal supplied is being purchased from Whitmore Bros.—Galt Lump Coal, valued at $13.50 a ton.

14. Remember it costs you absolutely nothing to estimate in this competition

A MERCHANDISING plan that flourishes on the spirit of competition in contests has been tried out very successfully by the Regina Trading Co. Ltd., of Regina, Saskatchewan. It was associated with something that is a very great necessity in the western part of Canada—coal. Three tons of this precious substance were given away each day to three people who came nearest to guessing the exact number of words appearing in their daily advertisements. We need not go into a more elaborate explanation of the plan than is given elsewhere on this page in which the whole plan is outlined and the rules of the competition given in full. One or two things might be pointed out, however. The fact that each customer had to spend a dollar before receiving a permit to vote would have the tendency, no doubt, to turn such purchases to the Regina Trading Co. when there was an off-chance that a free ton of coal would be forthcoming if the lucky guess were made. In the second place, it directed the attention of the reader to the advertisements appearing daily over the name of the Regina Trading Co. That, of itself, was a good idea and would, doubtless, bring custom to the store aside altogether from the possibility of being a good guesser.

How it Succeeded

A. F. Little, secretary-treasurer and managing director of the firm, in writing to Men's Wear Review regarding the plan and how it worked out said: "It has proven to be a splendid merchandising scheme and gave us a large increase of sales at a very nominal cost. There being three winners each day receiving a ton of coal each, you can readily understand the vast number of boosters there were as the competition progressed; neighbors conveyed the good news to neighbors, and it was a current topic of conversation.

"Huge blocks of coal were placed throughout the various departments, and in our display window with the inscription, 'Free Coal' written thereon in white letters. A free coal office was built on the main floor where vouchers were received."

Many Contests Running

During the month of December there have been many contests in progress over the country and there are those who believe it will be one of the factors of a successful business year during 1922. This plan is worth studying.

100 TONS OF COAL ABSOLUTELY FREE. WHY, YOU ASK?

It is a fact that every progressive firm spends thousands of dollars each year to bring customers to their place of business. In 1921 we are spending approximately $30,000 a year in advertising—commencing October 1st, and continuing during the month, or until further notice, we have decided to adopt a new plan—a plan whereby our customers reap the benefit. Our aim is to give away 100 tons of coal, which will be delivered to your doors, should the winners live in the city.

Each day, commencing October 1st, we will give away 3 tons of coal—one ton to each of three customers who buy merchandise at our store on that day. To determine who shall win this coal each day we have arranged this unique plan:

We are going to use on the back page of each issue of The Morning Leader, a space 17 inches square—a different copy will appear each day—that is, new lines of merchandise will appear each day, or a new layout of copy. Each day's advertisement will be as nearly as possible an average advertisement, without cuts, such as appears in the press. The main headlines of each advertisement will be in large type; the headlines of each separate line of merchandise will be in display and medium type. Our usual name plates will appear on the bottom of each advertisement. There will be no cuts of garments, or merchandise used in the display. The prices of lines advertised will be in heavy type figures in most instances. The balance of the body of the advertisement will appear in usual news type. This advertisement is a typical example of the advertisements that will appear.

Commencing October 1st, and continuing until further notice, we will give to each customer a blank voucher for each dollar he or she spends in the store. On each voucher the customer may estimate the number of words appearing in our advertisement in the issue of The Leader three days hence.

The first three correct estimates or nearest correct estimates, will entitle the owners of same to one ton of Galt Lump Coal free.

Woman! Thy Dominion Groweth

First, It Was Politics, Then It Was Business, And Now Even To The Selection of Hubby's Clothes—Three Cases Which Show Different Treatment And Different Results—Should One Get 'Em Young And Treat 'Em Rough Or Gracefully Submit To The Inevitable?

WE HEAR a great deal today about women in politics, about equality of women in this particular phase of human interest and activity. She is now on equal footing with men and she appears to be asserting her position in no uncertain way. Before the recent federal election she was the unfathomable quantity to all political prophets and, may we add, the prophecies of most political prophets, showed that she was unfathomable, for precious few of them came anywhere near the truth in their predictions. Woman seems to have a mind of her own in politics.

And then, we hear a good deal about women in executive positions. Here again, she seems to have shown that she possesses most of the qualities possessed by most men up until the time Cupid gets in his fine work and then she departs into new fields where her powers of management are exercised with no less certain or les compromising sound. She has the faculty of being able to assume authority—and an even greater faculty for exercising it.

In Buying Clothes

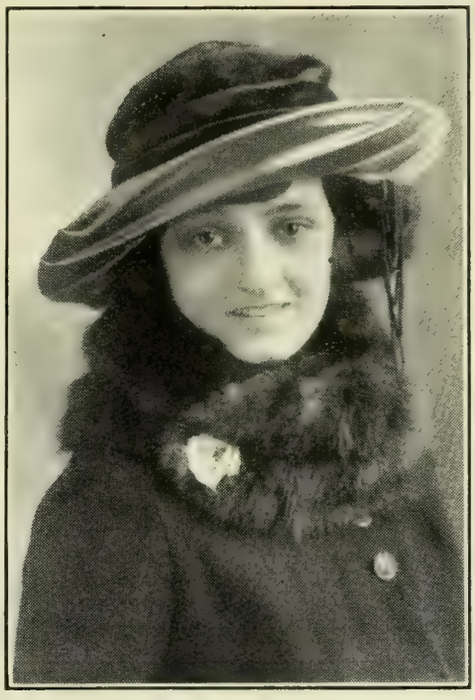
Where petticoat government begins in the selection of men's clothes is where the men's wear dealer takes up the thread of this interesting feminine exploration into man's dominion and attempts to unravel it. For it is just at this point that it interjects a new and growing problem to the men's wear merchant, a problem that requires a good deal of study and careful handling if the merchant is to retain customers and make new friends. When a woman refuses to go out on the street with her husband because he has selected an overcoat that runs foul to her tastes and judgment of what the idol of her heart should be clothed in, from that very moment a problem is thrust upon some dealer who has made a sale in good faith and whose profits are threatened by the cancellation of the said sale.

Here's a Case

"Just how great is this problem with you?" said a representative of Men's Wear Review to a well known salesman.

"It is a growing problem," he said, and then he proceeded to relate a couple of cases that are of interest.

"A man came in to buy an overcoat from us the afternoon before Christmas. We showed him our range and he finally picked on one that seemed to suit him in every way. He said he had a friend he wanted to have look at the coat before he selected it. That suited us, and he went out and later in the afternoon



came back with his friend. The friend looked at the coat very carefully, examined it thoroughly and passed his opinion on it, saying that it was as good a coat as he could possibly buy ready made, it fitted him perfectly and that it was a 'good buy.' He took the coat. We happened to know, by the way, that his friend was a tailor who was unable to make an overcoat for the man in time for Christmas, so he had to come to purchase a ready-made one.

"On Tuesday morning the man came back with the coat in a box.

"'I had to stay in all day yesterday because my wife refused to go out with me on the street with that overcoat on,' he said.

"What could we do? The man didn't want the coat and to give the service which we always try to give, we took the coat back from him.

Case No. 2

"And, here's another one even worse," continued this salesman. A well-known Yonge street business man came in one afternoon to buy an overcoat. We had an exceptionally fine O'Brien that he liked very much. He tried it on, was satisfied with it perfectly, took it and gave us his cheque for it.

"Next day the coat came back all done up in the box—his brother brought it back. His wife didn't like it and wouldn't listen to him wearing it. So we took it back and within five minutes after it came back it was sold out again.

"A few days after, the man came into the store with an expectant look in his eyes.

"'Have you saved that overcoat for me?' he asked.

"We told him the fate of the coat.

"'Damn, he said. 'I'd give another ten dollars to have that coat back. My wife went with me to look at other coats because she didn't like that one and when we had seen the others she didn't like any of them nearly as well as that one and now I can't have the only coat I really wanted.'

Still Another Case

"Some time ago a well-known theatre man came in to buy some clothes. He selected three suits from us, the deal had been completed and the money paid over. While he was talking to us after the sale had been made, he happened to see his wife passing. He rushed out on the street and brought her back and proudly pointed to his selection of three new suits of clothes.

"She looked at them and a sarcastic expression came over her face.

"'Well" she said, 'I don't like any of them and don't want you to wear them.'

"He took hold of her arm, conducted her to the street and bade her continue on her way. Coming back into the store he pointed out that he never found any fault with the way his wife dressed; she could dress as she pleased and he always tried to be pleased with it, though he casually pointed out that he couldn't see 'any bells' on her methods of dressing."

What About It?

So, there you are. There are three cases, two of them showing strong petticoat government which creates a serious problem for the men's wear dealer; the other savoring still a little of the old cave methods or even those later days when a man's word in his own household carried some weight, even in the matter of clothes. The problem is a serious one.

How would YOU have dealt with these cases?

We would like to know.

Henry Fuller of Hamilton, for many years connected with the Coppley, Noyes & Randall Co., Ltd., of Hamilton, and later a tailor on Robert street, dropped dead on his way to work on November 16th.

Scovil Bros. who run Oak Hall in St. John, N.B., opened a toy shop for kiddies on their ground floor in which boys' toys are carried.

Men's Wear Review

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Soliciting Business

IN CONVERSATION with a busy man some time ago, the question of salesmanship came up. He told us he was in need of a fair quantity of furnishings of one kind and another. He wanted some collars, neckties, shirts, etc. Like many another city man, he found it difficult to devote the time to the selection of these articles that he would like to. We asked him what he would think if a representative of a retail house came into his office with some samples of furnishings and gave him the chance to pick them out in that way. He welcomed the idea with one reservation—he did not want to be pressed into buying, but he intimated that if this were done he would probably buy much more than he would if he went to a store, because he could save a good deal of time.

The idea is worth considering. Is there any less justification for the clothing salesman going into a man's office to sell him something he needs and wants than for the insurance agent, for instance? Is it not bringing a service right to the man's door? It occurs to us that it would have to be worked out very conservatively and only amongst friends of long standing who would look upon it in the right light—who would recognize it as an effort to give service to busy men. An indiscriminate effort of this kind might soon develop into a nuisance to the prospect and a loss of profit to the store. But if the dealer knows his customer well enough to have a fair idea of his tastes, he could bring a distinct service to many of his friends.

At all events, the idea is worth considering.

Service

A CERTAIN retailer known to us in London added many dollars to his Christmas sales in a commendable way—commendable because it was profitable and because it will make some very good friends for himself. He is a small retailer.

During the Christmas rush he received a number of telephone calls, asking him if he had such and such a thing in stock; the inquirer wanted to come down to see them. He knew they were busy and were keeping late hours—so was he. He asked them something about the style or pattern they wanted and they told him. He suggested that he would bring up a number late in the evening for their selection if that would suit them. Of course, they said they did not like to put him to the trouble, but he was glad to go to the trouble. And he did go to the trouble, and, by so doing, sold a lot more merchandise than he otherwise would have done. His desire to oblige his customers passed from mouth to mouth and increased the circle of his friends.

Christmas Business

REPORTS that come to us from all parts of the country indicate that men's wear dealers realized that a good deal of energy would have to be put into the Christmas business if receipts were not to show a serious falling off. Moreover, they show that this energy was injected into their December business. In some cases where the heavier lines had already slackened up, early December sales were started. Such firms believe that the time to run a sale is when the people are in a spending mood and, perhaps, no better time in all the year could be selected than the month of December. Contests of various descriptions were also run and these seem to have brought in their fair share of business.

Reports are very satisfactory of the volume of business done. More customers seem to have been waited on by the majority of dealers and not a few of them show that actual returns in dollars and cents exceeded those of a year ago. On the whole, however, the cash returns were about the same. The figures indicate that the difference, whether it be in the increased volume done or the decreased cash returns, about represents the average per cent. decrease in the value of merchandise, that is, thirty-three per cent.

The Convention

ATTENTION is again directed to the forthcoming convention to be held in Toronto beginning the 13th of February and lasting the entire week. It is an Amalgamated Convention this time in which several branches of the retail trade are to participate. In conjunction with it a textile exhibit will be held in which manufacturers of all lines of men's wear will take part. Over one hundred booths have been set aside for this exhibit and many of these have already been taken at the time of going to press.

Encouragement will be given to the members of the Ontario executive if every dealer will make an effort to attend this convention for the entire week, or, at least, for the two days' convention of the clothing and furnishing men, February 14th and 15th.

Carelessness

THE article appearing in this issue written by Mr. Crighton, of the Credit Men's Association, is well worth the careful study of our readers. It is encouraging to know that the failures during 1921 were fewer than had been expected and if his advice is taken there may be fewer during 1922 than last year.

His reference to the causes of failure in a number of cases should be taken to heart very earnestly. In a word, they are due to carelessness, to total lack of system in store management and to indifference to inventory. "In both these cases," he says in one part of the article, "inventories taken at replacement value in the summer of 1921 showed more stock on hand than the actual volume of sales for the year 1920." That is a severe indictment, indeed. It is another way of saying that the man who lacks system in his store management is heading towards the rocks.

Beware of This Smooth Salesman

Don't Let Another Man Sell Merchandise Over Your Counter That Will Not Bear Your Own Guarantee—A Couple of Hundred Dollars "Clear Profit" May Turn Out To Be a Thousand Dollars Loss—Look Carefully Before You Leap—Other Considerations.

MR. RETAIL Clothier, have you ever had a gentleman come into your store when business was a trifle dull and tell you a plausible story something like this:

"Is business a little hard to get these days?"

You hesitatingly confess that it isn't quite up to the mark and that there seems to be a marked disposition on the part of former customers to wear their clothes till they are threadbare.

"Well," he proceeds, "I have a hundred suits of clothes to dispose of at a very reasonable price—from $18 to $25. They are manufacturers' stock, made to sell as high as $40 and $50 but he needs the money and he wants them cleaned out in a hurry.

"Now I will put this sale on in your store and for five days we will boom business and make the beaten path of the needy in clothes lead to your door. We can come to some mutual arrangement about some special advertising to be done for the sale, but in any event it won't cost much. For each suit of clothes we sell, I will pay you (and here he names some figure between $1.00 and $3.00).

"Hundreds of dollars clear profit," he goes on to expound. "No trouble on your part. Will give you a chance to introduce your other lines and get rid of a lot of furnishings while I am selling the clothes and getting ready to hand you a big fat cheque at the end of the five days' sale. Will give you a new name in the town; men who have never been in your store before will come and you can make new friends and look ahead to larger business."

He Who Hesitates—

You know the old saying, "He who hesitates is lost." Well, you hesitate. Business has been rotten, you confess to yourself; and a couple of hundred dollars clear profit at the end of the week with practically no outlay looks mighty good to you. You need that $200 to meet a draft at the end of the week or the first of the next one; and the possibility of bringing new friends to the store with the resultant increase in your year's business is an allurement not easy to be glossed over. Perhaps, you haven't been in business very long and here looks like a good chance to put your name on the map a little stronger than your modest and conservative opening announcement did for you.

But, Wait—

But wait, just a moment. There are some other things to be considered before you take the final leap and make a decision that may mean a good deal to the future of your business.

We don't intend this plausible salesman to be the representative of the house you regularly deal with. We take it for granted that you have selected that house after some thought and consideration and that if such a salesman did come out from that house, making such an offer, it might be one worth considering. He would be handling the same line of clothes that you handle and, therefore, you know it to be good. His plan would not be quite the same, for he would probably suggest a commission basis.

This man we are thinking about is of a different stripe. He is out simply to buy from you the right to use your counters for five days while he puts on a sale and gives you so much for each suit of clothes he sells.

Look Carefully

The first thing you want to look at with infinite care is the quality of the clothes he expects to sell over your counter. For remember, the counter is yours; it is part of your store and, in a large measure, it represents the character of your store and the merchandise you are prepared to stand by year in and year out. Unthinkingly, you may say to yourself that it doesn't make much difference to you about the quality of these clothes. Think again. It is true that a man shouldn't expect too much for $18 or $25. But in some respects men have long memories. Long after a garment is worn out—whether the garment be a good one or a bad one—the buyer remembers the store where he purchased it. And, really, isn't that exactly what you want? You want customers to remember your store for the good merchandise they get there and for the satisfaction you have sold them with the clothes or whatever merchandise it happens to be.

Therefore, if these clothes that are to be sold over your counter are not up to the mark, if they are even poor, they will not give satisfaction. Soon they will wear out. The sale will, long since, have been over, and the plausible salesman gone. But the men who bought the clothes do not forget where they bought them. They hold you responsible for the class of merchandise purchased over your counter. And, after all, haven't they a perfect right to? Complaints come in to you and you begin to make explanations. "Oh, these were not my regular lines of clothes; this was a special sale put on by so-and-so." With a shake of his head, the dissatisfied man goes out of your store—never to return. You can write him off as a liability, a liability that goes about as a propagandist, for he doesn't forget to tell his friends about the incident. By the time this incident is repeated a few times, you come to the conclusion that the couple of hundred dollars you made was poor stuff and you might have been better without it.

Other Considerations

No, go carefully. Be satisfied in the first place, that the merchandise that goes over your counter is of a kind that you are prepared to stand behind.

There are other considerations—but this one is the most important. While these suits are being sold over your own counter, your own are idle on the racks. You are glutting the market with goods that are not your own, and you are creating distress merchandise in your own store that, sooner or later, will have to be moved out at a loss. Would it not have been better for you to have taken the loss on your own merchandise and at the same time retaining your friends than to have made what was only a temporary gain and lost many of your friends? You could have put the sale across yourself. You could have stood behind your own merchandise 100 per cent. strong.

And if you had done that you would not have alienated friends, you would have helped to clean up your own stock and all would have been well.

Think twice, therefore, before giving assent to this kind of a sale.

Open Golf School in Their Store

New Departure by Blumenthal Sons of Montreal by Which They Expect to Draw Trade From Enthusiastic Golfers—Initial Outlay of the Firm Very Small—The Plan Described—Getting Women's Trade as Well.

A NEW and profitable departure in store features has recently been inaugurated by the Montreal firm of Blumenthal Sons, Limited, which promises to become one of the most successful they have yet tried. The idea in question is the installation of a large and very complete golf school in the basement of the store, which occupies an area of more than 6000 square feet of floor space, and which is unique in that it is the only golf school conducted in a retail clothing establishment.

Explaining the idea to a staff member of Men's Wear Review, a member of the firm spoke of the intense enthusiasm which is manifested by beginners at the game and the real need that exists for a good indoor course on which they may keep in practice throughout the winter months. It has long been a custom in leading departmental stores to feature such indoor courses, and in New York every representative store such as Wanamaker's, McCreery's and Gimbels and also the sporting goods stores and leading hotels feature miniature links on which beginners and more advanced players may keep in trim for the real season. Montreal stores have featured these indoor courses with such success that the idea has come to be looked upon as a logical department wherever space is available. Wherever the game of golf is played their is an opportunity to open an indoor golf school and the value of this school as a drawing card to the clothier is not to be overlooked in any locality, no matter how small.

In each of the indoor golf schools conducted by Montreal stores, the statement was made that the demand for expert instruction is becoming increasingly popular and the engagement books of the professionals under whose supervision the courses are operated, show not a single idle moment from early morning to closing time.

Value To Retailer

The particular value to the clothier in one of these indoor courses lies in the fact that they cost little to construct, they do not necessarily require a large area of floor space, they bring people into the store who may have never entered it before and they stimulate the sale of sports clothes and furnishings. In the case of the Smart Set Golf Course erected in the Blumenthal store, so named by the way, in honour of the range of clothing featured as the store's leading line, there are three compartments for practising driving, nearly a dozen putting greens, as well as bunkers and other aids to pleasurable exercise. In addition a workshop is maintained wherein all types of clubs are made and fitted to the heads by an expert in this work, and these are also for sale.

Some months ago, Men's Wear Review urged Canadian retailers to get after the golfers' business. The game of golf is becoming ever and ever more popular and catering to the needs of the well-dressed golfer is opening up a new avenue of profits for a number of the most aggressive men's wear dealers throughout the country. The accompanying article dealing with a new idea just put into operation in the Blumenthal store in Montreal is one that might well command the earnest attention of many retailers who are merchandising in a centre that is becoming more and more popular as a golf centre.

Points To Remember in Layout

The main essential to success, plenty of light, has been provided for in the Blumenthal store course and innumerable overhead globes shed direct light on each section of the floor. The services of professional are, of course, also essential and two are thus employed on the Smart Set Course, both of whom are well known to Montrealers at large on account of their association with two of the most fashionable golf courses in Quebec. The arrangement made with the professionals is usually on the basis that the store furnishes the space and equipment which in the case of the Blumenthal course cost about $100 only, and the instructors make a charge of $15 for lessons. There is a membership fee of $5 for the season as well. These fees pay the instructors while the advertising and the prestige resulting from the presence of the school in the store pays the latter equally. New goods peculiarly suitable for sports purposes are prominently displayed on the course and special displays of other goods are arranged along the corridor leading to the course which likewise exercise not a little attraction upon the players. That the idea of the indoor course is very profitable is made clear by the fact that all establishments in which it is conducted find it worth while to feature the indoor course year after year with ever increasing popularity.

How The Course Is Planned

Although the Blumenthal course is located in their spacious basement, the usual plan in force in most stores is to use an upper floor, or the roof, or anywhere that good lighting is available. The apparatus consists mainly of a framework of wood about 18 x 20 and this is enclosed by wire netting or heavy canvas, a bull's-eye is put up at the far end of each practice course, and the beginner drives off from a mat at the opposite end. The balls strike the bull's-eye and after dropping to the floor roll back to the player by means of a slightly inclined floor designed for this purpose.

Here is undoubtedly a cue for the retailer who carries any type of sports wear. If there is a golf club in the vicinity of his town, there is a valuable opportunity for him to open a practice course this winter at little cost for equipment and with only a moderate demand for space. By this means he can stimulate the sale of golf suits, sweaters and hosiery as well as the street clothing or formal clothes that many men seem to prefer in Canada for general wear. The presence of such a golf course in the town invests it with a decidedly metropolitan atmosphere and gradually, the name of the store observed on such things as smart neckwear, shirts or top coats, will come to be associated with that subtle something vaguely associated with correctness in people's minds. Blumenthal Sons are planning to arrange special displays of new goods all round the course to serve both as a decorative feature as well as a means of promoting the sale of sports goods. The majority of golfers, it is stated, are constantly complaining of the dearth of suitable supplies in regular stores. The small town retailer therefore has an excellent opportunity provided he can obtain the requisite space to win to his store all the golf enthusiasts in his community.

Getting Women's Trade in Addition

The main object is to have the entrance through the store and to play up the character of the store itself along with the sport. There is no reason why women should not become as numerous as men players, especially as they have more time to devote to the game, and a ladies' dressing room will prove an appreciated asset if possible. The women who patronize the indoor golf school will in all probability do as much purchasing as they possibly can in the store, in order to save time. If the store carries chauffeurs' supplies an invaluable opportunity presents itself to display uniforms and accessories in a prominent corner of the golf course.

The Union Clothing store is the name of a new business recently opened at 267 St. Paul street, St. Catharines.

R. H. & J. Dowler conducted a "Prosperity Drive" sale in their four stores during the latter part of November.

The Problems of Retail Advertising

Neil R. Bell Says it is the Force That Makes the Wheels Go Round —Mediums of Advertising—Writing the Advertisement and Things That Should be Avoided—Advertising is Salesmanship.

IN THE limited time at my disposal to give you a talk on "Retail Advertising," it must necessarily follow that what I say will be just a general analysis of retail advertising as a whole —and I might mention in passing that my remarks will not apply so much to departmental store advertising—(although a departmental store is nothing more or less than a number of retail stores assembled under one roof) as retail stores in a general sense.

It is no exaggeration to say that advertising in retail stores is **the force that makes the wheels go round—it's the power of the business.** The many failures of retail stores which are recorded yearly, cannot always be laid to poor advertising or the lack of advertising. One or more of many causes may have been responsible. But, when a retail merchandiser is a success, it is a safe assumption, in the majority of cases, that he is a successful advertiser. Not necessarily a good one, because his success may be only partial—a poor realization of excellent opportunities—but, if he sells enough goods over his counter to make the books balance on the right side of the ledger at the end of the year, and continues to do so, it means that he has, somehow, reached his public, impressed them sufficiently either with the merits of the goods, his own personality, or some particular of his store to bring them to **his** counters, instead of his neighbors'.

Advertising, while so absolutely essential to retail merchandising, cannot do everything. It cannot compete against poor business ability—careless management—lack of sufficient capital or similar handicaps which make success an impossibility. It must have a proper foundation to build upon. But, given that foundation, the manner in which it is used determines the measure of success or failure of a retail store.

Different Ways To Advertise

There are many ways to advertise a retail store, and it is difficult to formulate any set of rules for general use. Because, every individual store has its own requirements and conditions which must be taken into account when an advertising outlay is planned. Successful merchants have solved their problems in a variety of ways. Newspaper display is the most common form—street car advertising, billboards, circular letters, blotters, novelties of all description play their part in the general scheme of publicity. Only by careful and earnest study will you be able to solve the problem of finding the method which best suits your particular case.

The accompanying address on Retail Advertising was delivered at a meeting of the Hamilton Ad. Club by Neil R. Bell, Advertising Manager of "The Right House," one of the successful department stores in that city. It covers many interesting points that are of daily use to the advertising manager and deals with problems that face him daily. Not the least of these is the actual layout of the advertising and the instructions to the printer.

Benefits

Newspaper display space, as mentioned previously, is one of the most common forms of advertising used by retailers and it is one of the best. So many merchants, large and small, throughout the country, are successful users of newspaper space that there is no question as to its value. It can be, I think, fairly asserted, that as a general rule, it takes years of advertising through billboards, street cars, programs and circular letters to bring the same results that a constant newspaper campaign will effect in a short time. I do not mean by this that these latter mentioned forms of publicity are not valuable for retailers—they are all good in their way. Constant newspaper advertising will not only bring people to buy from you and increase your business, but it will raise your standing as a business man. It will give you better credit. It will enable you to buy more cheaply and in larger quantities. The wholesaler or manufacturer knows your advertising gives your store a wider outlet for his goods than that of a non-advertising competitor. He sees that you get the best selling propositions he has, because he knows you will push his goods. Things move in circles —you have a business that enables you to advertise—that increases your business—increaed business means more advertising, and, so on—in an endless branching that brings you to success.

Writing An Advertisement

It is not necessary to make an advertisement a piece of literature. The selling points you use across the counter are the points you should incorporate in your advertising. For, advertising is salesmanship on paper—nothing more, nothing less. The man or woman who will be interested in your advertisement, who is in the market for the article you wish to sell, wants to know but few things; but those things must be presented in a natural, interesting, convincing manner. A description of the article for sale, its particular advantage and value, and, its price, are the salient points you wish to impress upon the prospect.

Avoid Levity

Always avoid levity in advertising. Anything which tends toward the humorous in copy invariably weakens it. The bright sally or jest which seems so funny when it is written usually looks very flat when reduced to cold type. The public usually resents anything of this kind and fails to give the advertisement the attention it should receive. People who are spending money do not regard it as a joke, it is usually a serious matter with them. If a stranger entered a retail store and examined an article, the proprietor would not regard this as an opportunity to be humorous, or to show his ability as a linguist—on the contrary, he would show the article in which his prospect was interested and respectfully and earnestly explain its advantages and merits—name its price and emphasize it if it was a special inducement. He would strive in every way to make a good impression, to make the prospect feel favorable toward the article in question and to create a desire on his or her part to own it. If the merchandise in question is right, and the price right, the sale would probably be made. The retailer accomplished this by the very simple process of showing his goods, explaining their merits and naming a price which convinced the prospect that it was a good buy for him or her.

Advertising Is Salesmanship

The same retailer, when he takes his pencil in hand to prepare an advertisement often ignores the very sales methods and sales points which enable him to sell goods over his counters. He forgets the salient points he wishes to bring to the attention of his readers. He forgets properly to present and emphasize the vital facts in which they are interested and floats off among the clouds, finally turning out an advertisement absolutely lacking in selling force.

In preparing an ad, it is a good plan to follow the same method a newspaper reporter uses when preparing a story or an article. Put the gist of your news —the most important of your facts—in the first paragraph of your adver-

(Continued on page 33)

The Cotton Trade in 1921

Sir Charles W. Macara Summarizes Conditions in 1921—Believes That World Supply Adequate For 1922 And That Price Tendency Will be Upwards Cost of Production Will Remain Higher Than In Pre-war Days—Difficulties To Be Faced

SIR CHARLES W. Macara is a noted world authority on cotton, and as this material is basic to many of the lines handled by dry goods and men's wear dealers his summary of the conditions affecting the cotton industry during 1921, together with a forecast of conditions in 1922 is well worth considering. He says:—

The year for cotton has been one of the worst we have ever known. In addition to a strike, we have experienced a long spell of short time, due partly to the extremely high prices to which cotton goods soared, causing an unprecedented reduction in consumption. It has always to be borne in mind that cotton **fabrics are the clothing of the poorest people all over the world**, and consequently the great rise in prices affected the people who could least afford to buy cotton goods.

Then, when trade might have begun to prevail, we had a campaign of "slump," which started in America at the latter end of 1920, and destroyed confidence all over the world. People were given the idea that great reductions in the prices of goods were bound to follow immediately upon reports of cheaper cotton, whereas, had they but known it, there could be no substantial fall owing to the high costs of production and the fact that much time must elapse before the raw material becomes the finished article. In the case of the finer goods, the processes often extend over a period of twelve months or more. These stupid slump reports, therefore, were responsible for leading the trading community and the consumer to cease buying, and many of those in the trade, equally misled, declined to take up goods that had been ordered from the manufacturers and merchants. The result has been chaos, and many noted firms, which from the nature of their business are obliged to carry large stocks and have heavy commitments, have incurred serious losses.

For some time to come, we are not likely to be in any special difficulty with respect to the over-production of machinery; what is troubling the cotton spinner and manufacturer just now is the instability of the prices of the raw material and the uncertainty there is as to the growing of cotton later on. Owing to bad trade and the reduction in the output of our mills during the past twelve months, we have no anxiety as to the cotton available at present, despite the feverish operations that have followed the issue of the disappointing report on the American cotton crop issued by the Washington Bureau of Agriculture at the beginning of September. There can be no immediate cause for worry, seeing that the cotton in hand and in view is equal to the amount available in the super-year of 1914-15. Then the amount of the American crop was officially reported to be 15,100,000 bales, but I have reason to believe the figure to have been in reality round about 17,500,000 bales. My views are corroborated by the great carry-over we have at present. The Bureau now reports that the crop for the present season, owing to the restriction of acreage of the planters, will be 7,037,000 bales only, but even so, taking these figures as reliable (and I have found that these American cotton figures should always be taken cum grano salis), there would, with the second carry-over of 9,194,000 bales from last season, be no less than 16,231,000 bales disposable. Even should a portion of this be unsuitable for the spinner, we are likely to have enough and to spare of cotton for the next 12 months, seeing that for the last three years the total world's consumption of American cotton has averaged but a little over 11,000,000 bales a year.

Trade in the Future

The disturbing factor is as to the attitude of the planter with regard to the next and subsequent seasons, seeing that he has been so scared by our near-sighted policy of allowing cotton to fall below the cost of production. I have shown over and over again, both before and during the war, how suicidal it must be for the manufacturer to get his cotton at a price which would not pay the grower to produce, and how in the end it would result in cotton not being in sufficient quantity to meet the world's demand for cotton fabrics. To obviate this, I have counselled the storing of cotton in years when, owing to one circumstance or another, we have had a big surplus, but my advice has been disregarded. This season what I prophesied has happened, planters having allowed nearly half their cotton acreage to go out of cultivation. Our big carry-over is our salvation at the moment, but what is to happen if we only get half a crop next year and the year after that? It will be a grim lesson to not only Lancashire but to the whole world. The costs in the plantations, as everywhere else, have been enormously increased of late years, and the growers must either be compensated or go out of business.

Four facts, therefore, emerge with clearness. One is that cotton in future is bound to be dearer than in the past; another, that the cost of the production of cloth will remain much higher than in pre-war days; thirdly, that the world will have to make up its mind to pay a higher figure than formerly for all articles of cotton manufacture, seeing that, with all the "writing down," goods in stock and in process of manufacture

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VALUE AND QUALITY

January Clearing Sales in many places are already in full swing—some of them began even before Christmas. Not only will they continue throughout this month, but the next; and there will be some fag ends to clear out even when that blustering old month of March comes along. The public mind is ready to absorb January and February clearing sales' advertisements. In some localities they began to absorb it early in December; one of the largest men's wear stores in the city of Montreal began its January clearing sale on December 3rd by sweeping reductions all through the store ranging from 20 to 50 per cent. on the different lines offered.

The condition of the public mind has not changed in any respect with regard to values and quality. Nor is it apt to for some time to come. One of the first essentials of successful merchandising is to know the public mind and taste, and every dealer may rest assured that the public is still trying to make one dollar do the work of two. The stronger the appeal, therefore, on the ground of value and quality—an appeal backed up by realities not illusions—the better will be the response of the consumer.

On the opposite page we have suggested many phrases for showcards that might be used as a series throughout any store during the Clearance Sale. There is something impressive in repetition and the constant repetition of the word "value" in all showcards throughout the store would be a convincing argument to the consumer who is looking after this very thing.

The success of the Clearance Sale this January and February will depend more than ever on values given. A year ago, the consumer was paying a very strict attention to the difference in prices as between December and January. This year, the consumer will do the same thing—and something more. Aside from the price—which will be a big factor—the consumer will look for the quality, the value of the merchandise offered. Thrice blest is that dealer who can offer high quality merchandise at tempting prices.

A Window Without a Showcard

"A Window Without a Show-Card
is Like a Book Without a Title"

JANUARY GALES BRING JANUARY SALES—OURS IS A VALUE-GIVING EVENT.

CHEAPNESS IS NOT ALWAYS ECONOMY—YOU GET ECONOMY IN THESE VALUES.

THESE GLOVES GIVE YOU A FIRM GRIP ON VALUES.

THIS UNDERWEAR HAS TWO VALUES—WARMTH AND PRICE.

A NEW YEAR'S RESOLUTION—BETTER VALUES THAN EVER BEFORE.

THE VALUE OF THIS NECKWEAR IS IN ITS QUALITY AND LOW PRICE.

YOUR TIME CAN BE MADE VALUABLE BY EXAMINING THESE SPECIAL OFFERS

DURING THIS SALE WE ARE OFFERING THE BEST VALUES IN OUR HISTORY

THE FIRST BEST NEWS OF THE YEAR—BETTER VALUES.

WE GIVE PAR VALUE FOR EVERY DOLLAR SPENT HERE.

THERE IS ONLY ONE THING WRONG WITH THIS SUIT—THE VALUE IS TOO GOOD FOR THE PRICE.

TAILOR-MADE SHIRTS AT MONEY-VALUED PRICES.

WE ARE REDUCING OUR STOCKS BY THIS SALE—BUT NOT THE VALUES.

STEP IN—WE HAVE SPECIAL VALUES IN HOSIERY.

THE PROFIT IN THIS SALE GOES TO YOU—VALUE.

OUR SALE MOTTO—VALUE, VALUE, VALUE.

IF THESE DAYS ARE PROFITLESS, THEY ARE NOT VALUELESS—TO YOU.

VALUE IN THIS SHIRT IS IN ITS PATTERN, QUALITY, AND LOW PRICE.

THE PRICE IS DOWN BUT THE VALUE IS THE SAME.

THE VALUE WENT IN THIS SUIT BEFORE THE PRICE WAS FIXED.

OUR VALUE-GIVING SALE IS IN FULL SWING.

EXTRAORDINARY CLOTHES VALUES AT EXTRAORDINARY PRICES

SHIRTS OF QUALITY WITH VALUE-GIVING PRICES.

OUR GOOD WISHES ARE EXPRESSED IN OUR SUPREME VALUES

OUR REPUTATION FOR VALUES IS SHOWN IN THESE OFFERINGS.

IF YOU ARE LOOKING FOR VALUE STEP INTO A PAIR OF THESE SOCKS.

SUCH EXTRAORDINARY VALUES ARE EXTRAORDINARY.

NEW MERCHANDISE AT NEW VALUES. CLEARING PRICES DO NOT MEAN LOWER VALUES.

PRICE REDUCTIONS THAT REDUCE THE STOCKS BUT NOT THE VALUE.

WE HAVE NEVER EQUALLED THESE VALUES IN A JANUARY SALE.

Co-operative Effort that Succeeded

Merchants of Topeka Unite in Apparel Event Embracing Twenty-seven Stores—Unique Advertising Scheme Handled by Advertising Agency and Prepared by Mr. Voiland—Was Not a Price-Slashing Event—How it Worked Out

A CO-OPERATIVE effort on the part of several merchants is always an interesting event and, when successful, a most instructive one. The success of such an event lies in meeting the competition of mail order houses by such an impressive exhibition that many dollars that might have ordinarily found their way to these houses are spent at home; it also lies in creating a feeling of local pride, backed by real (not imaginary) worth-while merchandise offerings, on which merchants can cash in by a whole-hearted co-operative effort. There is one special reason why merchants, either singly or collectively, can meet the competition of mail order houses at the present time. Their catalogues have to be prepared so long ahead of time that their prices get out of date on a fluctuating market unless frequent supplements are sent out correcting catalogued lists. Merchants, with quick deliveries, can meet these prices very easily and save the customer the trouble of sending out of town for merchandise wanted. There are some merchants throughout the country who actually use catalogue prices in their advertising to show how much better their own prices are than those given by the mail order houses; such merchants claim to be doing a splendid business.

A Topeka Effort

Men's wear merchants in Topeka, Kansas, have apparently embarked upon an annual co-operative effort of this kind, outlined in "Men's Wear" of Chicago. They recently held what they called the "First Annual Co-operative Apparel Event"; the title would suggest that this will be followed by others of a similar nature. The moving spirit in the effort was Fred Voiland of the Voiland Engle Clothing Co. Incidentally, Mr. Voiland is the vice-pesident of the National Retail Clothiers' Association of the United States and knows, therefore, the value of co-operation on the part of merchants, be it locally or nationally. In this effort some twenty-seven merchants combined, including all the men's wear clothing stores and all other apparel dealers carrying women's and children's ready-to-wear and shoes.

Co-operative Advertising

The outstanding feature was the co-operative advertising campaign which prepared the way for the event itself, in charge of Mr. Voiland. Outlining the plan, "Men's Wear" says:—

Half page advertisements were prepared and turned over to a Topeka advertising agency which placed them in sixteen country newspapers in as many counties surrounding Topeka. The advertisements were signed by each of the twenty-seven merchants and in a box was listed the various lines of apparel offered. The ads also were run in Topeka dailies. The cost of this campaign was $700, which made the average cost to each merchant $26. However, the expenses were pro-rated according to the volume of the various merchants participating.

The publicity campaign also included advertisements run by the various retailers on their own account, describing in detail the merchandise they featured. These were paid for by the merchant carrying them. Some of these also were printed in country papers as well as the dailies.

To further aid in selling, special window displays were made by every store. In these, fashions were emphasized and the event, to this extent, became a fashion show. This fact attracted much attention from the public. The men's clothing stores had very attractive window displays, devoted largely to the Fall lines of suits and overcoats. Furnishings occupied less important positions in the windows but were well represented. Hats and caps were prominently displayed. The object of the clothiers, however, was to chiefly stimulate interest in suits and overcoats as the backwardness of the season had somewhat retarded the sale of these garments.

Not Price Slashing

Another unique feature of this selling event, and one of much importance, was the fact that it was not a price slashing affair. There were no markdowns. All goods were featured at their regular prices with the exception of an occasional leader of minor importance.

The purpose of the sale was not to move goods at a price. The clothiers aimed to stimulate demand and increase volume on a price basis that would return them their normal profits as it was felt a sale that necessitated a markdown would be of little value other than increasing the supply of ready cash. Most special selling events are predicated on the willingness of retailers to reduce prices, sacrifice a part or all of their profits and clear stocks. This Topeka merchants did not wish to do and through this co-operative plan they escaped the necessity.

The copy used in the campaign was unusually well prepared and effective. It was sympathetic with the attitude of the buying public at present and it emphasized the necessity for thrift and economy, congratulating the public on the fact that it had gotten away from extravagance and trusting that it would remain away from it.

The copy was written by Mr. Voiland and approved by a committee of merchants. The whole plan is applicable to present conditions and capable of fitting into the merchandising program of any group of clothiers.

Was Big Success

"I believe in co-operative effort," said Mr. Voiland. "Our plan proved that it pays to work together. We had good crowds and did a good business and we didn't have to cut prices. The result was that we helped our business and made the path for the future easier to tread.

"Clothiers cannot afford to cut prices this Fall. Most of them are working on too narrow a margin to do so. So we sought and found a means of stimulating business without resorting to markdowns. I believe this type of sale and fashion show will be used again. It is not difficult to put on. The expense is small compared to the results achieved. It helps the town."

THE COTTON TRADE IN 1921

(Continued from page 26)

are still double what they were before the war; and, fourthly, that as England and America, the two principal factors in the cotton industry, have reduced their working hours to 48 per week, and there is a possibility of other cotton countries falling into line, we shall have to face a permanent reduction in output of at least 15 to 20 per cent.

What we in the cotton trade in Lancashire fear more than foreign rivalry is that, when the long overdue revival does come, we shall have a repetition of the conditions of the first few months of 1920, when, owing to the wild state of the markets, it was not a question of price, but a question of delivery. This would be disastrous for everybody, and would prevent the trade from settling down to a long, steady period of work. I must say, however, that, unless the standard of clothing in the world is to be reduced very materially, I cannot see how, when the demand starts, it is to be supplied adequately with the present reduced hours in the mills and a considerable proportion of the cotton machinery on the continent of Europe still out of working order.

Demand is for Better Grade Shirts

Trade Not Looking For Cheap Merchandise — Prices on Better Grades Increasing—Montreal Manufacturer Will Soon Introduce New Soft Collar—Big Increase in Orders for Athletic Underwear and Bathing Suits—Fancy Hosiery Selling Well

"WE ARE not selling any really cheap merchandise where shirts are concerned for next Spring," remarked a leading Montreal wholesaler to Men's Wear Review this month. "The demand is entirely for better grades but some demur is made at the prices, and most buyers seem to be looking for good stuff at bargain figures. There is a heavy demand for Jap shantung shirts just now though prices have recently advanced on one popular line from $45 to $51 a dozen. Stocks of silk shirtings are low and there is even a shortage in some lines. Prices on better grade shirts are fully 30 per cent. higher than they were, so it seems to be pretty definitely established that there cannot be any hope for reductions in prices for some time to come. Notwithstanding the recent fluctuations in the price of cotton, the quotations on piece goods are not showing any great change for the reason that prices are averaged on former and present quotations, so that in this way a fair basis is reached for Spring. The recent announcement that nearly a million more bales of cotton have come to light than had been previously estimated will not make any difference in cotton prices, which will probably continue to waver around 18 cents."

Steady Demand For Better Shirts

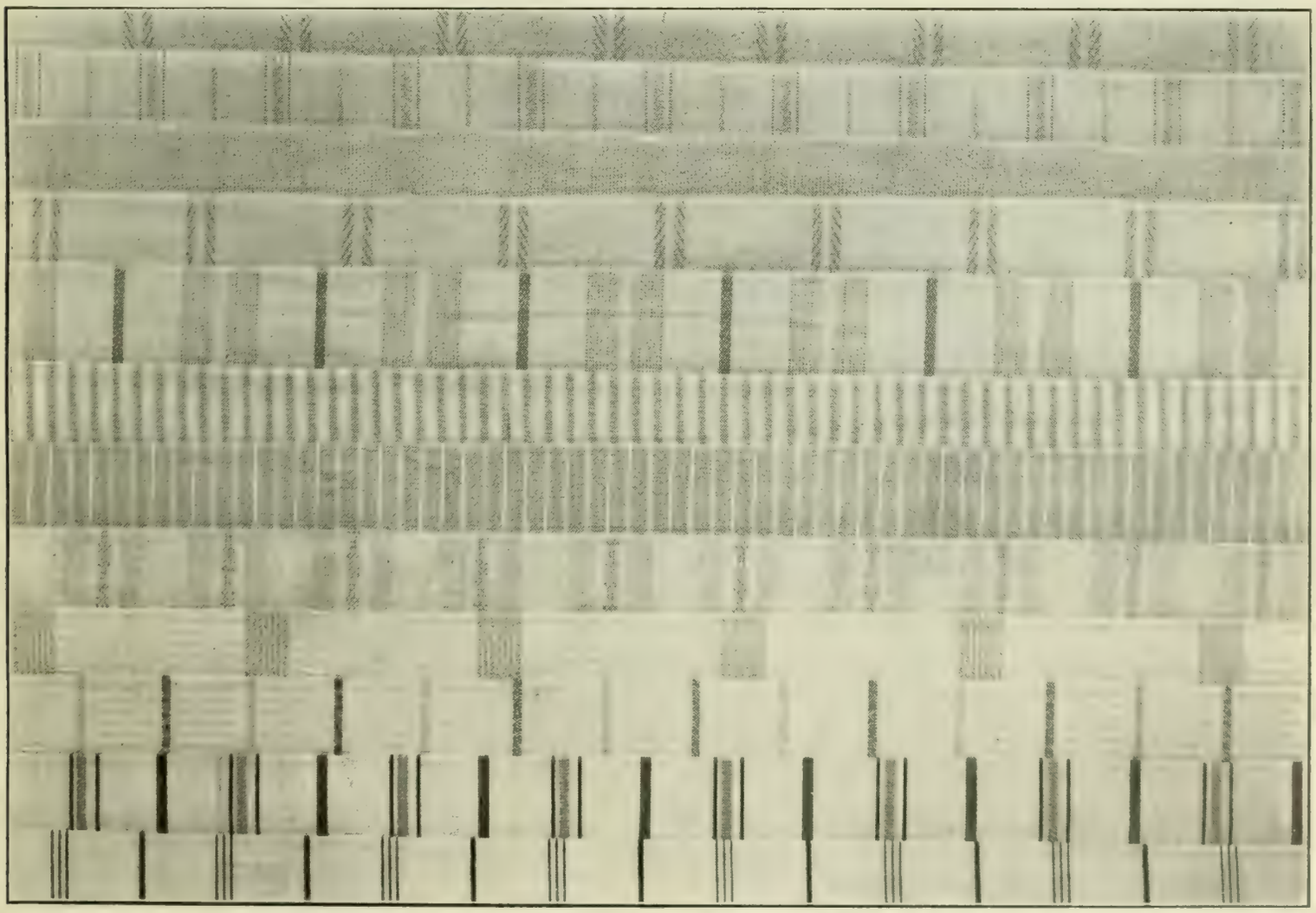
"As regards the demand from the retail trade in shirts," continued this wholesaler, "I might say that it is normal and placing is fairly good for this time of year. The leader in domestic printed percales is the line priced at $13.50 a dozen, which should be retailed for considerably less than $2 apiece, but which is more often marked at that figure. We are selling striped patterns almost entirely just now, in most colors, but only in quiet shades. The past few weeks have seen an extraordinary demand for black and white effects, so much so that we are entirely out of these goods at present. Just prior to Christmas there was an impetus in the demand for crepe de chine shirts and all the fancy styles with woven stripes but these were so high-priced that they could only be suitable for gift purposes. The box front pleat is replacing the regulation 'French front' to a great extent, as it looks neater and fits better.

"There is quite a brisk call for shirts with attached stiff collars in plain solid colors and white for Spring, and I look for quite a nice business from now on in this style."

Soft Collar Sales Increase

Touching on the collar business, this wholesaler expressed satisfaction at the way the soft collar had sold for winter wear, and he looks for even better business in the coming summer on the lower

(Continued on page 30)



Spring shirting for 1922 showing the wide variety of stripes being offered to the trade. The satin stripe in white and colors is a leading feature while many grounds are on the honeycomb variety in heavy zephyr. Shown by Alphonse Racine, Montreal.

DEMAND FOR BETTER GRADE SHIRTS

(Continued from page 29)

shapes. Following the announcement in the United States of the latest improvement in collar ideas, a prominent Montreal house will shortly place the same model on the Canadian market. This improved style will embody many remarkable features and will undoubtedly revolutionize the collar business after it is placed on the market early in the year.

Athletic Underwear Orders Doubled

The outstanding feature of the month in men's furnishings is the sudden demand for athletic underwear in nainsook, cotton, etc. A leading wholesaler in Montreal informed Men's Wear Review that whereas 300 dozen of these garments sufficed to satisfy the demand in 1921, it has already required 600 dozen to cope with the demand for Spring selling. It is possible that difficulty may be experienced in securing further deliveries on these goods from the mills, should this be necessary, and retailers are advised to look to their needs as early as possible.

Predict Big Bathing Suit Year

Bathing suits of all descriptions are likewise being ordered by retailers to a great extent, so much so that repeat orders have already begun to come in to the makers, despite the fact that Spring samples have only just been shown. Anticipations are that the success registered in the selling of bathing suits last summer will be again duplicated, and in view of the absolute shortage of merchandise last year, when everyone got caught sooner or later, the makers are ensuring prompt deliveries and attractive prices to early buyers.

Neckwear has sold well during the pre-Christmas weeks and is still in good demand for Spring, especially in grades priced betyeen $8.50 and $10.50 a dozen. Good materials only are wanted and retailers are inclined to select only the quieter and refined patterns in good silks, negiecting the cheap, showy grades entirely. Fibre silk knits have enjoyed an extraodinary vogue which has to some extent slowed up the demand for fancy silks. In the United States an ingenious plan has been successfully tried out by the makers of Jacquard tie silks which have not sold well owing to the same fad for knitted neckwear as prevails here. They have conducted a campaign to interest the trade in these silks for men's dressing gowns and lounge robes and have succeeded in saving the Winter business from total failure through this means. Most of the darker Jacquard silks are suitable for development as dressing gowns and quite a nice business has resulted.

Fancy Hosiery For Easter Selling

In men's hosiery, the report from wholesale houses is that fancy goods are in best demand for Spring. It seems fairly certain that the pendulum of fashion has swung round in favor of embroidered clocks in contrasting colors, as well as solid fancy effects on all kinds of hosiery, silk and cashmere, etc.

Taking the demand as a whole, wholesalers are agreed that Spring business will be done on goods which are distinctly good in quality and design, but prices will have to remain at steady and moderate levels. It is now a question of careful and judicious purchasing on the part of the retailer who will only buy if he finds just what he knows positively he can sell. He is moreover, on the lookout for bargains if he buys at all, and the manufacturer is aware that Spring business is going to represent close figuring to all concerned.

Above is the new home of Fashion Craft in Winnipeg which is being operated by the Peace Company, Ltd., with W. T. Peace as president. Mr. Peace is one of the pioneers of the clothing trade in Winnipeg, having started in the merchant tailoring business over thirty years ago. Fifteen years ago he took up the ready-to-wear and haberdashery business, during which time he has been a careful student of the development of all lines of men's wear. The front portion of the store is equipped on one side for the furnishings with Pullman fixtures; on the other side for clothing, the same lines being carried out at the rear of the store where the bulk of the clothing is carried. The wood-work is in mahogany finish with rich grey hangings under which are hidden blue lamps, throwing a soft light on the garments and setting out the colors as well as if shown by daylight. This store specializes in full dress clothes which are all carried under glass with accessories in the drawers below, making it very easy to handle customers in this department. The floor in the front portion of the store is tiled in white with maple green leaves, and the back, which widens out to forty feet, is finished with green cork linoleum and has full plate glass windows on a wide paved lane where goods are displayed as in the front windows. Just inside the front door is a place fixed with electric fireplace and equipped with easy chairs; this is made use of by customers who have made appointments to meet friends, or their wives waiting for their husbands to help in the selection of clothing.

The Clothing Markets at a Glance

Belief Among Many Men That Last Six Months of the Year Will Show Decided Improvement—Clothing Manufacturers Fixed Prices for Spring Lines on Anticipated Greater Cut in Garment Workers' Wages—Neckwear Men Busy—Hat Prices May Rise

STANDING at the portals of the new year, keen merchandising men in the men's wear trade look to the closing six months of the year as more indicative of the return to real good times in Canada than the first six will be. They argue that another crop must be either harvested or assured before confidence will have become sufficiently strong throughout the country to warrant a return to more normal buying all along the line. This is not all, however, that goes into the scale to be properly balanced. Some of the world problems are being solved, problems which, when finally solved, will engender greater international confidence and result in more international trading. The Washington Conference, the solution of the age-long Irish trouble, the Genoa conference which seeks to re-establish international credits—these are factors to be reckoned with and counted upon in bringing about better times in Canada. And when the world starts again along normal trading routes, Canada will be one of the first countries to feel the benefit.

The immediate outlook, they say, is also better than it was a year ago. The retailer has pretty well cleaned up his stocks and there is a verification of this in some lines since the turn of the year. Retailers have welcomed the first visits of the travellers or have hurried to the markets themselves to fill in the holes that were left as a result of the Christmas trade. All lines of furnishings have been cleared out pretty well.

Clothing

The results obtained by manufacturers on spring clothing vary a good deal and go all the way from very good to quite poor. Some houses that feel they have very excellent offers to make on spring lines have converted their belief into action and have secured very good results; they are satisfied with their orders received to this date and look for more. Others have received only fair orders from the trade, and some have done very little. They agree that the trade is buying carefully and is looking for values so they can make quick turnovers of their stock. There are some manufacturers who say that the retailer is buying these specials and is selling them at too long a profit to do himself and his business a great deal of good.

Some manufacturers have stated to Men's Wear Review that their prices on spring clothing were arrived at under the impression that there would be a more radical cut in the wages of the garment workers than there has been. The Montreal award leaves the situation with regard to wages in such a condition that they would not be reduced more than from ten to fifteen per cent. and some Toronto manufacturers counted on it being 25 per cent. so that they would have something worth while to offer to the trade. They based their prices on this possibility, and it is probable they will stand to lose by it.

Shirts and Collars

Shirt manufacturers state that there has been only a fair amount of placing for spring. They look for the year to be a sorting year and they recognize that this makes it harder for them but they will meet these difficulties as best they can. With the cancellations of a year ago still fresh in his memory, one manufacturer stated that he did not regard spring placing orders too seriously and was going ahead really as if they had not been received. Manufacturers are getting out their spring samples and some decidedly attractive showings are being made. They are going to make a showing of these samples at the forthcoming textile show in Toronto during the week of February 13th.

Soft collars are continuing to have a good sale.

Hosiery and Underwear

A buyer who has just returned from a business trip to the English market states that while he was able to secure all the merchandise in hosiery and underwear that he wanted, he was unable to get deliveries until well on into midsummer. Mills that make up the finer lines in both hosiery and underwear have booked heavy business. The stocks had been entirely cleaned up and they did not start operations till orders had been received. Fine cashmere hosiery with clocks is in great demand and English mills have all the orders they can attend to for some months to come on these lines. This buyer who wanted some underwear for himself in a well-known brand of the finest make was unable to get even a twelfth of a dozen for his own needs. Prices, he states, are much lower than they were a year ago, but manufacturing is being done on a profitable basis because there are no distress goods in all of the finer lines. In the coarser lines of underwear and hosiery there is still a considerable surplus of stock in England.

Neckwear

Neckwear men are beginning to reap the results of a good Christmas trade enjoyed by retailers all over the country in their neckwear lines. Stocks were well cleaned up and not a few dealers had to hurry into the market to pick up enough stock with which to carry on until they could place orders that could be filled. Manufacturers had clean shelves on Christmas eve and those who took the view that the first of the year would see them very busy again because the retailer would be cleaned out were correct in their prediction. Many flowered patterns are being shown and are being picked up. The knitted tie is still very popular and had an excellent sale during the holidays.

Hats

Importers take the view that they have nothing to fear from the new government, in fact, they look for better times if the new government implements by legislation the pre-election promises and platforms. They say that with a lowered duty on English lines, particularly, the price will be more favorable to the dealer who has favored American lines because of quicker delivery from the other side. While it would still be necessary for the dealer to place his orders further ahead, they say that the better prices will put them in a much better position as regards competition.

Hat men say that prices are going up with the increased cost of fur. Within the last few months, hatter's fur has advanced between 30 and 40 per cent. and with manufacturing costs practically the same, they hold that prices must soon advance.

Take Stock Of Your Business Methods

Retailers, Particularly in the Smaller Communities, Should Make a Study of Their Ways of Doing Business, in Addition to Taking Inventory of Whatever Stock They Have on Their Shelves—Greater Profits Will Result If Such a Plan Is Followed

IF business men, especially in the smaller communities, could be induced to take stock of their business methods now and then, in addition to whatever inventory they take of stock or their shelves, merchandising would be the gainer, at the same time that greater profits would begin to show in the cash-drawer, says Frank G. Cramer, Manager Better Business Department, of a large mercantile concern in Minneapolis.

It is a common experience to run into a retailer who has come across some new wrinkle which he is certain will mean a complete revolution in his business. He tries it, concentrates on it, perhaps with considerable success. Even granting that he is altogether successful, how much greater would be the results if he would make a searching analysis of his entire store in an endeavor to supplant time-worn, ineffective methods with up-to-date, business-getting system?

"Believing that we could be of help to retailers in our territory, the Better Business Department of our concern," Mr. Cramer states, "began to work out a questionnaire, the development of which now has reached a point where, in a sense, it may be said to have accumulated information capable of application to any retail business."

The Questions and Comment

Following are some of the questions, together with comment based on answers and the survey made:

1. Does the outside appearance of your store attract attention? Is it painted frequently? Is it free from weather-beaten signs and old fashioned equipment?

A store to attract attention must be in contrast to the others, and this can easily be accomplished by fresh paint, clean windows and attractive displays.

2. Are your windows paying full rent?

If you put your windows to work they will pay you a profit. Your windows advertise you whether you give them attention or not. Untidy, mussy windows advertise unprogressiveness, and to many this means an undesirable place to buy. If they are clean and bright and always well trimmed they have a real pulling power. It pays to change them often and to show goods in season. Lookers become buyers and many sales are made from the sidewalk. Make small individual displays so as to have each department represented as often as possible.

3. Do you have a bull's-eye in the window?

Some one large item to attract attention—something different. In a hunting window an outdoor display can be made—during Christmas for instance—Christmas delicacies. Manufacturers' cut-outs can be used in most every display, but only one should be used at a time. A moving object, a live animal or a curiosity—something that is entirely different—something that has color or life.

Do Window Displays Talk?

4. Do you make your window displays talk by the use of show cards?

Your windows should not be silent salesmen, and they will not be if in each display you use a show card containing a short description and price. Often show cards bring customers into the store when the merchandise itself will fail.

5. Do you price everything on display so your customers can see for themselves what the articles will cost them?

The success of the Department Store and the Five and Ten Cent Stores has been almost entirely due to the fact that they price everything on display when in the window or in the store. The old-fashioned idea of marking with a secret code leads people to believe that you have more than one price in your store. If your merchandise is marked at a fair price it should be no secret, and if your competitor wants to know the price of any of your merchandise he can find out even if the goods are not marked.

6. Are your windows inclosed?

A closed background will make a display show up to better advantage. An open background presents to the view of the looker the back of the fixtures that are in the store and certainly detracts from the displays themselves. The closed background will add to the appearance of your window displays because it will keep out the flies and dust in the summer time and will prevent frost in the winter time. A window covered with frost is not inviting.

7. Are your windows well lighted—do they attract people to the store after dark?

Concealed lights make it easy for your customers to examine your window displays. The glare from a hanging light not only detracts but casts many shadows, which darken the windows and reduce the value of your window displays.

8. Do you use window fixtures to build up your displays?

Flat displays do not show the merchandise to good advantage. A built-up window takes less merchandise and each article can easily be seen.

9. Do you use window dividers so as to have two displays in place of one?

Small displays can be changed often and only a small amount of merchandise is required. Mixed displays, except at Christmas time, when people are looking for suggestions, are not as effective as small ones.

10. Do you display all of your kindred lines—the many small items that are needed in connection with a larger one?

11. In your store do you make it easy for your customers to buy? Is it attractive? Is it well painted? Is it free from old time-worn signs, or is it just as it was years ago?

Isn't it true that the average store presents but little change from month to month to the patrons who come in almost every day? Isn't it true also that new merchandise can be displayed as often as time will permit? The space just inside the door is important. It is the display space of your store. It is the one space that should contain seasonable articles and the articles should be changed often.

12. Is your store well lighted and is it one of the bright spots in town?

It will pay you to equip your store with new lights, throwing a soft light that will not shine in the eyes of your customers.

Are the tops of your cases a convenient place to store things— or are they clean and well arranged, and is the merchandise priced? Quite a few items can be displayed to advantage on top of your show cases and counters but they should be few and far between and they should be changed often. All shopworn articles should be disposed of.

14. Do your fixtures sell goods for you or are they used merely as storage?

Is your merchandise sampled or is it tucked away out of sight in drawers and boxes? New up-to-date fixtures are an asset to any merchant.

15. Do you have a bargain table?

There are always many odds and ends that can be disposed of on a bargain table. Always use a big price card and have each article marked.

16. Your silent partner is the merchandise on your shelves. Is he as active as you are? Is he on the move or is he a loafer?

If you had a clerk who was a loafer you'd get rid of him. If you have stock loafing on your shelves you should get rid of it. Your goods were bought to be sold at a profit. You cannot afford to carry them on your shelves. Weed out the loafers and sell them at any price

Dead stock means dead capital. Dead stock keeps down turnover. Bear in mind, however, that often so-called dead stock is dead only because you have tucked it away, so that there is no demand for it.

List Called-for Items

17. In your want book do you list the items called for that you do not carry in stock?

It may be that you are turning away many a dollar by not listing such items.

Of course you list the items called for that you happen to be out of, but listing those that you do not carry will indicate to you the necessity of buying them and after they have been received it is also a good plan to notify your customers.

18. Do you let people walk out of your store with your merchandise without having the equivalent in cash or a definite understanding as to the payment?

About Your Advertising

19. Do you make advertising pay?

There was a time when a merchant believed that a satisfied customer was his best advertising. Therefore he thought that was all the advertising he needed. In a way he was right, but think for a minute. How much time do you spend boosting the other fellow? Would you be satisfied with the same amount of advertising? It is true that you should satisfy and keep old customers by delivering the goods and rendering a service, but you cannot grow simply by holding your own. You must sell more merchandise to more people. You can create a demand by telling about usefulness, value and quality, and say less about the price. Price advertising produces one-time results and is a good thing occasionally, but it is generally overworked. Advertising that builds for the future will not always create an instant demand but it will sell the idea and the use of the article—then the sale can be made easily. In your advertising you should not ask for business. You should advertise to educate your customers so that they would know what benefit your merchandise and your store are to them. Advertising is merely doing something and then telling folks about what you are doing. When business is good, advertising is an opportunity. When business is bad, advertising is a necessity. A splurge now and then does not produce results. It is necessary occasionally to have a full page advertisement in a dance program or a page in a cook book, but from an advertising standpoint it is mostly waste of money. It renders good will and should be charged to donation. Part of your advertising should be educational. It should advertise your service and what your store means to the community. There is merit in most every form of advertising. Your problem is to choose the kind best suited to your use—then use it.

Importance of Newspaper Advertising

20. Are you giving your newspaper a chance to get results for you?

Newspaper advertising is of first importance as it reaches out in the community and through it you have an opportunity of telling folks that they can benefit by trading with you. Too much of a load is generally placed upon newspaper advertising. It should be backed up by window and store displays and occasionally a follow-up letter produces real results as it can be sent to a select list of people who actually need the article advertised.

21. Do you make your newspaper copy individual? Does it stand out stronger than your competitor's?

Are you content to run manufacturers' plates to fill up space? You should get a single cut of the article and tell about it in your own language the same as when selling merchandise in the store. You should always carry out your personality by using a distinctive style and by using a regular name plate and in connection with it a trade mark.

22. Do you standardize your merchandise and your advertising by using the trade mark?

A distinctive mark should be used in your newspaper advertising and in all kinds of advertising in which your name appears. Then when the distinctive mark goes out of your store on your merchandise it will carry your advertising even though it is impossible to advertise your name.

23. Do you talk to your customers at their place of business where they can show you the results of their efforts or do you expect them always to come to you?

It is good advertising—it gives you the personal contact—it shows your customers that you are interested in their problems—it gives you something in common to talk about when they are calling at your store—it will take the place of talking politics and about the weather—it yields knowledge of what they need.

24. Do you conduct store demonstrations?

Many manufacturers will work with you and to your advantage. Demonstrations are of interest to all your customers in that they learn a great deal about the equipment and its use in the home.

25. Do you keep an up-to-date mailing list?

You should have a card of information pertaining to each family in your neighborhood. You should make a study of their likes and dislikes, so that you can send them a letter at regular intervals.

PROBLEMS OF RETAIL ADVERTISING

(Continued from page 25)

tisement. Then elaborate on the facts you wish to incorporate in your ad in the order of their importance. Describe the goods you are offering. State the prices. Explain why they are a good "buy". Avoid the use of superfluous words, but don't make your description too bare—remember, the man or woman who reads your advertisement is not as familiar with the articles you are describing as you are, and it is the purpose of your advertisement to make them so.

Theatre Programs

People go to the theatre to forget ordinary cares and matters and to be entertained. This mental attitude cannot be said to be very favorable to advertising; although the attention given the program before the play or entertainment begins and between the acts is at a time when the mind is impressionable. How far an interesting play or a cheerful entertainment goes towards effacing the impressions made by the advertisement cannot be gauged. The home reading quality of the theatre program is weak, very weak. A restaurant, making a specialty of after-theatre suppers should be able to get good results from this medium, so should an ice cream parlor located near the theatre. Clothing, hats, flowers, jewelry, toilet articles, dancing academies, can also be advertised to advantage on theatre programs, provided the rate is low.

Solicitors

Retail merchants and advertising managers have much to contend with in the way of solicitors that sell space in church and school programs, catalogues, telephone books, directories, etc. In some cities, the conditions are such that the local retail merchants' associations have passed resolutions pledging themselves not to buy space in programs and in such cases a copy of the resolution is usually posted in the store for the benefit of solicitors—rarely is the value of space in such a medium worth anything like the price asked, sometimes the advertising value is practically nothing and the only thing the advertiser receives for his money, is the good will of the solicitor or the one he represents and this may or may not be of service.

Outdoor advertising, street car advertising, circulars, direct mail advertising and various other forms of publicity all have their merits, in some measure, but which we cannot deal with now.

Just one word in closing—let us all strive to live up to the motto or slogan of the Associated Advertising Clubs of the World—TRUTH IN ADVERTISING.

G. F. Donnelly is managing the new King Fashion Tailoring store at 68 James street, Hamilton.

J. E. Boswell who owns a tailoring establishment at 448 Wellington St., Montreal, was recently robbed of $1,500 worth of cloth.

E. M. Thompson, well known Toronto Tailor for many years, recently died in the Christie hospital, Toronto.

Believes that Simple Courtesy Is the One and Only Real Way of Building up a Business

Payette & Payette Operating a Successful Store in Montreal Suburbs—Get After Trade of Men Driven to Suburbs Because of High Rents—The Avoidance of Costly Decorations—Catering to the Thrift Idea in Store Outlay.

THE most striking thing about the store of Payette of 1771 Notre Dame Street, Montreal, is its appearance. One would not need to look twice at its handsome exterior with three modern and smartly dressed windows, its neat twin doors set at either side of the central window through which a splendidly equipped interior can be glimpsed, in order to come to this conclusion. Even in a busy down-town section of a large city such a store as that of Payette Brothers would attract considerable interest but located as it happens to be, far from the heart of Montreal, out in one of its suburbs, where factories and other commercial houses are more common than retail concerns or dwellings it comes as a distinct surprise to the pedestrian who seeks distraction from the endless thoroughfares of brick and stone, devoid of any interest whatsoever. The pedestrian very naturally wonders what this kind of store is doing in this out of the way locality and his curiosity is piqued as to how its proprietor manages to keep up a show away out there, where there cannot be much opportunity for men to purchase exclusive merchandise. Should he put this query up to either of the Payette Brothers he would receive an enlightening answer.

Rents Drive To Suburbs

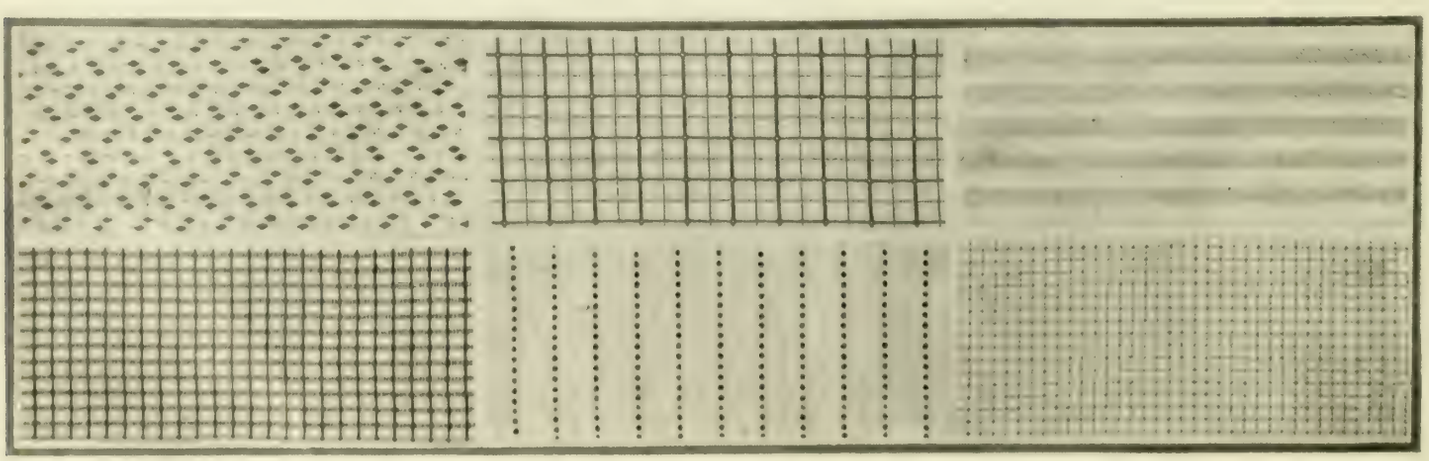
"You must remember that very few workingmen or office workers actually reside in Montreal proper," explains A. Payette. "Rents have become so very unreasonable that people have come to the conclusion it is better to move out farther and use the street cars a little more frequently. For this reason, people are now living out in this suburb of St. Henri who never would have considered such a thing had it not been for the exorbitant cost of housing in the central parts of the city. So we found as the years go by, that it is possible to build up a superior class of trade from the population who come to live out here and who are accustomed to buying good merchandise of the better sort. Then, too, owing to the large number of factories of all sorts which are located at about a stone's throw from here, we can always count upon a considerable number of office men and workers dropping in for all kinds of merchandise, from work gloves and overalls to really dressy goods for after hours' wear. This class of trade has not suffered from unemployment this winter and seems to be provided with plenty of money to spend upon good clothes. They are especially appreciative of a neat, well arranged store, and I believe it is due to the fact that we direct our efforts to maintain a smart appearance in the store at all times that we get such a large and varied trade at all times. Friday night and Saturday night are the two busiest times in the store, because most of the workingmen like to spruce up a bit for the weekend and after payday, they are sure to drop in and look over our stock in search of a new muffler or gloves or suspenders, etc. We find that we must use price tags all the time on all merchandise, as it saves time in serving customers and it really sells the goods "on the street," so to speak. But these tags are small and inconspicuous and do not offend the eye by making the windows look untidy and patchy."

Ten years ago, A. Payette opened his first store in this locality, having recognized that Montreal, like the British Empire, was taking the course of its way westward, both industrially and residentially. His prediction proved remarkably correct and since the founding of the business, one change into larger quarters has been found necessary in order to cope with the rapidity of the growth of the business. About two years ago Mr. Payette took his younger brother into partnership with him, and together they manage the present successful store.

A Successful Policy

"Our policy is a very simple one," said Mr. Payette in reply to a query. "We believe in and practise courtesy in every possible way. It is the one and only real way to build up and keep trade nowadays. Even the customer who has a personal grouch and is never satisfied with anything, is disarmed and pleased when we go out of our way to do a small service or make a refund or exchange which may be considered due to him. We have a fairly even proportion of both French and English customers and we find that the same type of goods are called for by both. As we speak both languages equally well we are glad to serve either nationality. I might say that women constitute the majority of our customers during the greater part of the week, and we find them very satisfactory to deal with. They do not seem to be inclined to waste our time nor their own in aimless shopping, but they are really excellent judges of value and appreciate quick, efficient service. We never hold sales of any kind at any time, but keep prices marked so fairly that we can compete with perfect success with the down town stores. It is a "neighborhood" trade, done with a class of custom seldom met with, for the reason that in most other localities, there is no store similarly planned to ours and the better

(Continued on page 47)



Some of the newest Spring shirtings shown by the John Forsyth Co., Ltd., of Kitchener, Ontario.

Operating on a Narrower Margin of Profit Changed Policy with Regard to Window Display

Experience of Merchandising Manager in Buffalo Specialty House —Moving Faster Than Ever Before—Dresses Windows Twice a Day and Displays More Merchandise—The Standard of Salesmanship—More Advertising

OPERATING on a narrow margin of profit is one of the first reasons why the manager of a specialty house, recently visited by Men's Wear Review, gave as the cause for a bigger volume of business than in 1920. The house visited is one that makes of each department a specialty; the most meticulous care is taken in the selection of merchandise and the air of "hominess" about the place lifts it out of that class of store which is so strictly business-like that salesmanship seems like a machine, and the impression created in the customer's mind of a deep-rooted anxiety to get the customer's money away from him and the customer out of the store to make room for some one else. This store combines aggression with a degree of conservatism that works out satisfactorily to all concerned—not forgetting the members of the sales staff.

Merchandising in Buffalo at this particular time is not an easy task. During a recent visit there, Men's Wear Review found out that the Canadian dealer, in comparison with his brother across the line, has absolutely nothing to complain of. Unemployment there is much worse than here; in fact, that is true of the whole of the United States. Talk with the traveler returning from any country under the sun and he will tell you that Canada is better off today than the country from which he has just come. Our problems are not as complex, nor are they of a nature which is as difficult of solution. Many of our problems are associated with a greater population of the right sort; it is not so in other lands.

Narrower Profits

With the competition in Buffalo as keen as it naturally is, with unemployment as rife as it is, with a certain unstability in prices, merchandising successfully is not the easiest job in the world. Yet this house is weathering the storm and coming out on top. In comparison with last year they have increased their sales of units of merchandise by a very large margin. At the same time they have narrowed the margin of their profit. "In some of our departments," said the merchandising manager of this store, "we have reduced the selling price to a very small percentage, in fact, it hardly pays to handle the merchandise. But we know that people are looking for popular-priced merchandise and it is the fixed policy of the store to give the people what they are looking for. For instance, I could mention one article of merchandise that we buy for $2.25 and sell for $2.60. We find out that there is a demand for that article and we get it, display it in the windows and sell it out quickly before others have it. Then we are done with it. Nothing will induce us to buy more of that particular merchandise, even though the demand continues for some time. That would be against our policy of always having the newest thing on the market first. People know that the newest things are to be found here first."

Window Display

Window display is one of the outstanding features of the merchandising of this store's goods. It is distinctly a service store and when they have a service for the people, a service in the nature of new merchandise, their windows are the first to tell the story. "We dress our windows here twice a day very frequently. If some new merchandise comes in it is often displayed in the window immediately. We get limited quantities and before closing time, it is often sold out and we dress the windows for a second time during the day. Our window dressing policy has also changed slightly in one other respect. We are putting more merchandise in the windows, believing that the strictly artistic window is not as effective in selling goods as it was a couple of years ago. People are more bent on prices and qualities and we try to give them a very good idea of both in our window displays." This, in fact, is a growing policy in many cities visited during the last couple of months. More merchandise is being shown and the price ticket is playing a more prominent part than it formerly did. One display man told Men's Wear Review that he always had in mind a man walking on the opposite side of the road when he made his price ticket. In other words, he figured the price in sufficiently large letters that it could be read from across the street. The price, he feels, is the most important factor in merchandising this Fall and may continue for some time to come. Nor does he overlook the factor of quality in his window display; he places the merchandise as close to the window as is possible so that the observer may get a fairly good idea of the quality and the color of the garment displayed. Artistic arrangement is not being altogether overlooked in window display work; but it is safe to say that it is playing a less conspicuous part in store merchandising than it did a year or two ago.

Helps Reduce Overhead

A window display man whose reputation reaches across the international border line explained to Men's Wear Review that their window dressing policy had changed to some degree along these same lines for the reasons that have been mentioned and—for one other. The artistic display with elaborate backgrounds, soft, delicate colors costs a good deal of money. This firm figured out that, consistent with the changed policy on the part of the general public —that is, that the average consumer is looking for value for his money—they could alter their window displays and save money—cut down overhead. The cutting out of elaborate backgrounds and expensive draperies has resulted for this firm in the saving of a good many dollars in the course of half a year and yet they do not feel that their window displays are losing any of their value as salesmen.

Salesmanship

The type of salesmanship in the store referred to in this article is of a very high standard. It so happened that an expert on salesmanship from New York had visited Buffalo the day before the representative from Men's Wear Review was there. He had visited the large department stores and some of the smaller specialty houses and had unhesitatingly reported in favor of the smaller houses. The merchandising manager in discussing this phase with us pointed out that the present was undoubtedly a time when the smaller store had the advantage of the larger one because of the more personal touch and the better type of salesmanship. It is not of the machine type. The "family" spirit has been worked up in this store, and with splendid results.

Advertising

It seems hardly necessary to point out that one of the reasons for the success attending this store's efforts during the strenuous days of last year is that their advertising has not been dropped. On the other hand, it is being increased. The manager believes in advertising as a business-getter.

Turn Public Opinion on Your Store

Worth While Finding Out What People Think About You—Provides Much Information That Can Serve Useful Purpose in Correcting Sins of Omission and Commission—How it Worked Out In the Case of Brooklyn Firm—Value of Contest Idea in Business

THE WHITE heat of public opinion is usually a very distressing affair for the one on whom the white light is turned. It lays bare faults, weaknesses and indifferences perhaps never dreamed of before. It is a merciless critic of one's deportment and conduct. Happy is that man who has a shred of character left after the white light has been turned upon him with all its searching intensity. If he does not make up his mind to profit by it, it will probably sound the death knell of any ambitions he might have had. Even though there be a good deal about this criticism that is untrue and unjustified, there is something in it by which he can profit.

Know Thyself

It is quite possible for firm to derive benefit from the criticisms of its patrons. The favorable comments with regard to one's business cheer and inspire; the criticisms, if wisely listened to, are for needed corrections and the better conduct of the business generally.

When a sufficiently friendly footing has been established between the head of the firm and his customers it may, perhaps, be a wise move to invite criticisms from the patrons, having in view the better accommodation for shoppers, or better service, or better advertising. There may be a dozen little things about your store, overlooked by you as being trivial, which, if rectified, would make for better service and happier, more contented customers. Little improvements that would cost you next to nothing might bring you hundreds of dollars more each year because of some additional accommodation to those who frequent your store.

Get Customers To Write

Perhaps the easiest way to find out these things is to ask your customers by letter. That, at all events, has been the experience of Charles O. Cooper & Co. of Brooklyn, as told in The Haberdasher, New York, by Harold Nichols. This firm figured that they could not only find out wherein their many sins lay but that a direct correspondence established between themselves and their customers would be a good thing and just one more link in the chain of friendship. They, therefore, sent out a letter to their customers asking them four questions.

1. What do you think of us?
2. What do you like about our store?
3. What can you suggest that would help?
4. What can you suggest that would help us reach our goal of serving you best, all ways, always?

The Result

Many hundreds of letters were received from the questionnaire. Aside altogether from the criticisms contained in them it was a source of satisfaction to this firm to discover the wide interest taken in their store and the really constructive purpose which their correspondents had in view in answering the four questions. The main points suggested in these replies might be summarized as follows:—

1. One woman asked that the store have special accommodation for the children so that mother could find it more convenient to shop.
2. In the event it rains on the day of a special sale continue the sale the next day. A rainy day makes it difficult for the woman who takes her baby along on shopping tour to visit the special sale. This suggestion won first prize.
3. The store should mail circulars to suburban customers announcing dates of special sales. The customer making this suggestion offered to supply mailing list of friends and neighbors who would be interested.
4. Send parcels C. O. D., as it is difficult for customer to lug packages on crowded cars.
5. Sell by mail to out-of-town customers.
6. Have a suitable rest room for woman shoppers.
7. The basement is overcrowded and it is very difficult to pass from aisle to aisle.
8. The suggestion that salespeople do not disturb customers who browse around, just looking at things.
9. Salespeople of the store should have more knowledge of the goods they sell and they should be able to answer questions about merchandise.
10. Store employees are too wasteful with wrapping paper and twine. A small article the customer bought was wrapped with a lot of paper and twine, whereas a small bag could have served the purpose more conveniently.

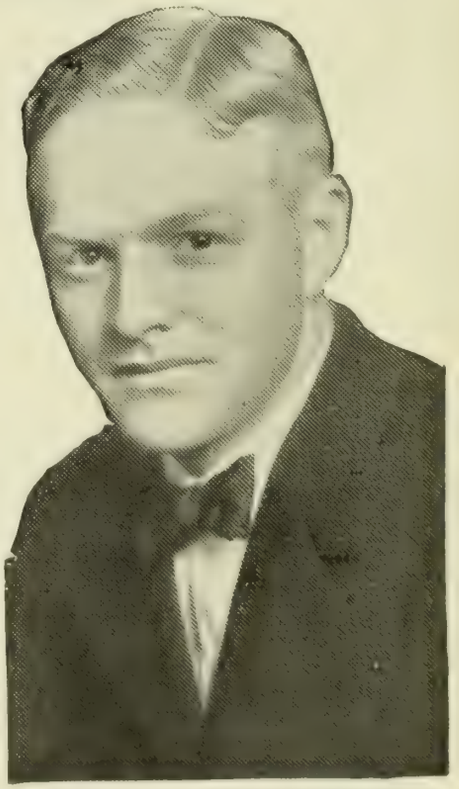
The Contest Idea

While this letter cannot properly be called a scheme growing out of the contest idea, it is significant that many retailers are adopting the contest idea in their merchandising plans. Just prior to Christmas, there were scores of firms all over the country operating some kind of contest to create greater interest in their store and its merchandise. There is a noticeable tendency on the part of all firms to get away from that sort of contest which has strings attached to it of one kind and another. Many of these contests centre round children, and in this connection it is worth while observing that the idea is gaining ground in the minds of the retailers in this country that the foundation of successful business is in the hands of the younger generations.

Establishing Contact

The outstanding feature of the successful contest is the direct and personal contact which is established between the firm and the contestants. By such contests, a firm may find out wherein its advertising is at fault, in what respects its service is deficient or insufficient, what are its standards of salesmanship, and a dozen other things that would be invaluable to the firm.

And not the least of the benefits to be derived by the contest is the publicity given the firm. The only way to insure this, however, is to make the contest worth while. If it is a paltry affair, it only brings the firm into disrepute. The successful business man can afford to undertake few schemes that are unsuccessful.



The well known Frank Stockdale, who will address the Clothiers' Convention on the subject "Making the dollar work faster."

Conducts Four Businesses in One

How F. Therrien Combines Clothing, Furnishings, Footwear and Valet Service and Scores Success With a Capital S—$25,000 Increase in Four Months—Placing Responsibility on the Staff—Working the Valet for Customer's Benefit

THERE are some men who positively can't be discouraged and pessimistic. It's a habit with them to radiate the "Pollyanna" brand of optimism from January to January and to keep on being successful when others are struggling to make ends meet, and having a stiff time of it in doing so. Nor is the attitude in any way forced or artificial; not by any means. It is just a fortunate possession, a natural gift and an incalculable asset to the retailer who has got it, and such a man will never be anything else but successful because he just naturally loves his work, likes to solve his own problems and beat his own records every once in awhile. Men like this are so busy going after opportunities to do better business that they snatch them from other men's doors before the opportunity gets a chance to register the proverbial knock which is supposed to sound once for every man. And while the public sits back and conjectures how it is that so-and-so keeps on getting ahead every year, so-and-so is on his toes working with his brain, his telephone and his typewriter to devise new schemes to get ahead.

Interior view of the clothing and furnishing store of F. Therrien, of Mount Royal Avenue West, Montreal. The "valet" service is handled at the rear of the store.

$25,000 Increase In Four Months

While many retailers have lamented that times were hard and business is about as poor as it can possibly be, one Montreal man is taking the opposite attitude. This merchant is F. Therrien of Mount Royal Avenue, West, whose business is greater by $25,000 during the past four months than it was in 1920, and whose annual turnover will show an equally great advance. Mr. Therrien is about the busiest man that one can meet anywhere, yet he is always ready to chat with a customer or friend because, as he explains, he has got things so well systematized that he can watch the wheels go round, so to speak, without needing to keep constantly in touch with them. And yet Mr. Therrien conducts two entirely distinct stores and caters to a very wide class of custom. One of the stores is stocked with clothing and furnishings for men and the other comprises a full range of footwear for men, women and children. The two stores are connected, but are staffed individually and operated on distinct policies. And over both, the energetic and progressive manager presides, watching both aspects of his business with a vigilant eye which twinkles with fun and good humor.

System

"You have a very attractive store here," said a staff member of Men's Wear Review to Mr. Therrien recently. "Yes, they tell us that the store has a good appearance," replied the manager, "but it is mostly due to the fact that it is always kept in perfect order, swept, polished, dusted and decorated every day, as if we expected royalty to call. I insist upon scrupulous neatness and as smart a display as possible all the year round, because the public does not like to shop in a shabby, untidy store where the goods look mussy and badly displayed. If every man assumes a definite part in the daily care of the store, it takes little or no time to rearrange displays, bring stock forward, dust the cases and see to any repairs or adjustments that have to be made."

That system is a paramount creed in the Therrien business is plainly visible, and it is a notable tribute to the system that it has developed a spirit of loyalty, enthusiasm and ambition in the sales staff as no other code of business ethics could encourage.

Eleven years ago the business was started, founded by Mr. Therrien on the belief that the junction of four important tramways systems and an ever increasing business and residential district was about the best location for a men's store that could be found. The footwear store came into existence first. "I found that there was a big field up here for this line and also that a great many women came to shop for their husbands as well as for themselves and the children. So gradually the idea came to me to open an additional store next door and carry furnishings and later clothing," explained Mr. Therrien. "At first my customers were all drawn from the neighborhood but as I became more familiar with different methods of publicity I began to try out circular letters and then newspaper advertising. I figure it out this way, that as I am on the car line, going either north, south, east or west, my customers might just as well come to me from the end of the city limits as a few blocks away. They most always take a car anyway and a ticket more or less will not keep them away from saving money when they could do so." And so by means of a large and up-to-date mailing list, Mr. Therrien sends out fortnightly circulars to a widely separated circle of customers, informing them of the newest goods or of any good bargains to be had at his stores.

Also, space is used in a small local paper published in the suburb of Verdun, which happens to be located at the very farthest end of Montreal from Mount Royal Avenue. Notwithstanding the apparent incongruity of such an action, Mr. Therrien states that his advertising in this newspaper with a limited circulation, away off in a part of the city at least four or five miles away from his store, brings in most surprising results, which all go to prove that the lure of a good bargain will bring purchasers from the north pole if transportation were available for the price of a car ticket. Consequently, the customers at the Therrien stores are numbered among the residents of Outremont, Notre Dame de Graces, Maisonneuve and Verdun, which represent the farthest confines of the city limits in each direction, and supply an interesting testimony in respect to the value of going after business instead of being content to cater to a local or neighborhood trade.

(Continued on page 38)

Aeroplane as a Business-Getter

Ernest Plante Clothing Co. of Montreal Successfully Work Out Novel Plan—A Free Ride in the Air With a Twenty-five Cent Purchase—Getting New Customers and Holding Them—Will Enlarge Upon the Idea—Makes a Good Net Profit During the Time Scheme is in Operation

WHAT is believed to be one of the most original "stunts" used in the men's wear field was that used by the Ernest Plante Clothing Co., 161 Craig St. West, Montreal, P. Q. This idea is taking purchasers of goods in his store for a spin in an aeroplane. At first the offer was made that all purchasers of fifty dollars or more at one time would be given a ten minute trip in the plane but afterwards that arrangement was made that all purchasers of twenty-five cents or more would be entitled to a trip. At first, one might think that this was a foolish move as many would come in and make any kind of a small purchase and then ask to be given a ride, but such was not the case. While there were a few who asked to be taken up who had bought only a small amount of goods, the majority of the sales of would-be joy riders averaged at least two dollars.

The idea of taking up anyone who made a purchase was that if once they started coming to the store they would continue and it was this attractive offer that spread the news around and gave the store such wide advertising. With very few exceptions, customers who started to come to the store while the "stunt" was on and took advantage of the ride have continued to buy there. During the interview with Men's Wear Review, Mr. Plante told of four chaps who had been among the curious and wishing to have a ride had made purchases, which totalled, did not exceed five dollars and yet all had their ride. Since their experience all have returned and are now regular customers and up to the time of the interview had spent over fifty dollars between them in furnishings. "This," said Mr. Plante, "is where the idea pays the returns."

The average cost of each trip was twenty cents and while this was not always covered by the profit on the sale it was a wonderful advertisement. To further stimulate interest, Mr. Plante offered to all purchasers of fifty dollars or more to give them some stunt flying and to wind up the trip by circling under the Victoria Bridge, which spans the St. Lawrence River, the bridge being a mile and a half long and having abutments every few hundred feet. There were only eight during the whole season who would chance this trip. This offer was only made after it had been decided to give the rides to the smaller purchasers also.

A Good Net Profit

The plane used was Canadian built and cost two thousand dollars at the point of building. Beside the pilot it has seating capacity for two passengers. As a result of the use of this plane the total sales in the Plante store exceeded seventy-five thousand dollars for the time it was in use. After all costs had been figured and twenty per cent. allowed for the deterioration of the machine, there was a net profit of three thousand eight hundred dollars. This result was very pleasing to Mr. Plante.

The aeroplane used by the E. Plante Clothing Company in their scheme to attract custom by giving air-drives with purchases of merchandise at their store.

While Mr. Plante does not personally take his customers for their rides, he is nevertheless, a capable pilot himself. He first took up flying himself in the city with a friend who had a plane and when he bought his own machine he drove it from Toronto to Montreal, himself, after having been up in the air five hours previous to his starting on the trip. When the season closed, Mr. Plante had four machines in operation, these being used for commercial work throughout the city and province. As his first lieutentant, Mr. Plante has, in the person of J. A. Mondor, one of the cleverest pilots that served with the Canadian Air Force in France.

To Expand Scheme

It is Mr. Plante's intention, next year to put a ten passenger flying boat in this service and offer the free trips to the customers of the store as this year. This, in his opinion, will mean bigger business thon ever for the store.

Mr. Plante succeeded his father in the business at his death, two years ago. "I am a great believer in these 'stunt' ideas," said Mr. Plante, "for they will cause people to look at your store when ordinary methods fail." One of the best advertising methods used was to drop pamphlets down occasionally from the plane over the business section of the city. There was no advertisement of this event carried in the daily newspapers, although our representative failed to learn the reason, but each month there was a full page used in an aero paper which is circulated among the Canadian pilots. Aside from this, Mr. Plante relied entirely on his window advertising which played up the scheme to a very large extent. The store is located about twenty-five feet from one of the busiest corners in the city and there are people changing cars here at all hours of the day.

CONDUCTS FOUR BUSINESSES IN ONE

(Continued from page 37)

And besides the successful clothing, furnishings and footwear business carried on by Mr. Therrien, there is still another branch which brings in not a little revenue and is becoming more and more popular with customers each month. This form of service goes by the title of the "Outremont valet service" and is in reality a special department for effecting alterations, cleaning and pressing clothing for men, which is under the charge of an expert tailor. This service is appreciated by a very large number of men, not the least number of whom are married, proving that bachelors are not the only class to whom a valet service is a necessity all the year round!

Are You Picking Location for Store?

Or Are You Selecting The Cheapest Place You Can Get?— This Article Brings Out Points That Should Be Considered— Details As To The Definite Proportion Of Gross Receipts Each Type of Business Can Afford To Pay For Rent.

NOW THAT the necessity of carefully watching every item of our overhead expense is being forced upon us by reduced profits and greater difficulty in securing business, we are beginning to realize that if we are to make a successful showing in the competition for business, we must carefully analyze every item that goes into our expense budget to see that no one item absorbs more than its due proportion of the general charges.

The general complaint therefore of high rentals which is heard at the present time in all parts of Canada renders opportune a discussion on the subject of rentals in relation to the amount of business done by the retailer, of just how and why certain sites are chosen, the average percentage, different types of business set aside for rent and why certain merchants can afford to pay more for certain locations than others.

In a recent issue of "Forbes," C. C. Nichols, president of the Chain Stores Leasing Co., deals with the subject, primarily from the point of view of the chain store, but as a great part of what he says is of general interest to all merchants, our readers will, no doubt, appreciate a resume of the points he brings out. Mr. Nichols is one of the foremost authorities in the United States on the selection of sites for retail chain stores. His remarks will therefore carry weight.

Careful Attention to Details

When I started out in my present business, he writes, I first trained my mind to retain what might also be termed a photograph of given districts. In looking them over I gave close attention to the physical condition of the buildings, the street level, location of show windows and doors, the height of the ceilings, the size of the posts and whether or not the buildings had available basements.

It is an interesting psychological fact that women buyers will walk to a basement more readily than they will take an elevator, and that where you have a broad stairway with a wide opening near the front of the store, as in 5-and 10-cent stores, women will catch sight of the merchandise and walk down without question, either forgetting or ignoring the return trip. Second-floor locations must also be carefully scrutinized, as men will walk up one flight to save money. However, from a standpoint of lowered expenses it is a question whether the merchant saves anything in the long run on a second-floor location, as he must spend much more, proportionately, in advertising.

HIGH RENTS ARE FORCING MEN OUT

The accompanying article is of special interest and importance at the present time on account of the enforced movement of many retailers from their present places of business due to high rents and, in many cases, increasing rents. For instance, a certain retailer on Granville Street, Vancouver, in a published statement not long ago said it was impossible with the present rents in that city to live and deal fairly with the public. He stated that he had paid $300 per month in 1919, $475 in 1920, and $600 in 1921. A new lease which he had been asked to sign demanded $2,000 per month. He was leaving.

We know of merchants on Yonge Street, Toronto, whose rent is being increased 45 and 60 per cent. Some of them are also moving because they say it is impossible to do business and make profits with such a high rent.

It is in view of the necessity arising to select a new site that this article is run.

Watch Street Car Travelers

Another thing to which I pay the greatest attention is the traveling population. I watch to see where people get on and off cars and analyze the general types. I study them to see whether they are the transient kind which only brings "drop in" business for drug and cigar stores. These I classify differently from the type which comes prepared to purchase. There is also what I call "station traffic," consisting largely of commuters; such persons are always in a hurry and usually add little to the coffers of the adjacent merchants.

In visiting a city or town I study carefully the advertising of local merchants, watching to see what part of this is regular advertising and what part is that of the merchant who is not located desirably and who must spend money in advertising to coax the customers to his store. I also pay particular attention to the difference in the classes of people frequenting different blocks. One block may be popular with the customer buying the cheapest class of goods, the second with those interested in things of moderate price, while the third may draw the highest class of trade. I am also much impressed with the fact that the blocks given over to women's trade are usually shunned by men.

There are two distinct types of location known to real estate men—men's and women's. As a rule the shady side of the street is the women's side, and rentals are about 25 per cent. higher. Where one side of the street develops women's business, the other stands fair to be good for men. It costs more in every way to do business in a woman's shop than in a man's, but women spend much more money in clothes than men do, and, on the other hand, women are more creatures of habit than men, and go in crowds. Department stores being classed as women's stores are usually on the shady side, but in some cases have early located differently and have drawn the trade.

Just as there are two kinds of locations, so there are two divisions in which we may class the merchants. Where a merchant is an advertiser he can afford to take a chance on a location. He may even go on the wrong side of the street or venture a block beyond the business district. Sometimes he even dares to locate on a side street. There are noticeable examples of stores that have done this with great success.

Crowded Streets Not Always Best

Non-advertisers naturally have to be more careful about choosing their locations and must select places where heavy traffic passes their doors. In doing this they must be far-sighted and must anticipate where traffic is going to centre during the entire term of their lease. Being dependent for their business on the passing crowds, a loss of traffic would be disastrous. On the other hand, they should be careful not to commit the fatal error of selecting a place where the traffic moves so swiftly that people do not have time to look in the windows, read signs and deliberate on purchase.

Many progressive merchants continue both soliciting and advertising, reaping excellent results from the justified method. They have carried the study of locations to such a fine point that the psychology of the passing crowd and its purpose in that district is carefully included in their calculations.

Points Which Establish Value

When I start out to establish the value of a given piece of property, the first thing I do is to find out the population. The second is to determine the character of people who purchase their merchandise in that city. Third, I investigate the main industries, to see whether it is a good city for men or for women. Fourth, I investigate the deposits

(Continued on page 47)

French Exhibition at Montreal Introduces New Lines of Men's Furnishings to Buyers

Making a Bid For Leadership in the Men's Wear As in The Women's Wear Field — Shirting Fabrics and New Dress Shirts Described — Some New Pajama Styles — Novelties in Suspenders.

RETAILERS of men's furnishings are quite familiar with the various lines of high grade English haberdashery which are imported in considerable quantities by leading stores and which are regarded by most people as being superior in quality and workmanship to other merchandise. It will come as a distinct surprise therefore, to learn that France is making a bid for leadership in men's furnishings just as she has so successfully accomplished in the matter of feminine wear.

In the very interesting and instructive French Exhibition at present being featured in Montreal at the Ecole Des Hautes Etudes, there is much of value to retailers in the way of demonstrations of style and pattern features in various lines of furnishings. The impression gathered by a study of the goods exhibited is one of unusual merchandise. There is not the slightest tendency to effeminacy nor extremes in colors and patterns, as many judges have been wont to assert. Far from being flashy and loud, the shirtings and tie silks, for example, were almost uniformly of a sombre and neutral description. Tie fabrics were shown in both silk and satin finish, but the grounds were practically all black lightened with the merest fleck of white in a smart spot, stripe or figure, of unusually good design. To be sure, there were plenty of colors, but they also were dull and inconspicuous and featured moires and cords of the more unusual types.

Shirting fabrics showed a preponderance of stripes of different varieties, ranging from closely set pin stripes to wide hair stripings, with combinations of wider bars. Greys, blues and blacks predominated in these fabrics which can now be obtained by the yard in Canada. A novel pure silk shirting striped in black and white is called "Wilbur" and is decidedly smart and very durable.

New Dress Shirts

The exhibit of made-up shirts offers some interesting points of comparison. A leading Parisian house, whose products are shown, is said to be the only firm that produces fine dress shirts with wide pleats on the bosom in ½ and 1 inch widths. These shirts are made of figured pique and have well fitting fronts which are said to be perfectly adjustable, preventing any bulging in front. Preference is shown for the two stud fastening and many models show the new stiffened turnover cuffs which are attached. The latter idea is taking hold in smart circles in Paris and is proving a practical feature.

Three Piece Sets

Ordinary business and negligee shirts are featured in the same colorings as those featured in the yardage materials. A new idea in this connection was noted, consisting of sets of three pieces matching one another, namely, shirt, drawers and pyjamas. These sets are most effective when developed in white zephyr or silk finished fabric with a contrasting trimming of striped fabric. The pieces may be purchased separately, of course, the entire set being featured merely for the sake of uniformity.

Pyjamas are featured in a large variety of styles with several styles of collar including notched, round and turn down styles with and without fancy frog fasteners. Stripes and plain fabrics are equally well represented, and many distinctive and exclusive features are noticeable on these garments, commonly considered too extreme to be good style.

Novelty Suspender Sets

Among the fancy furnishings there is a considerable number of novelties. A set of suspenders and garters, for example, was made of silk knitted fabric without any elastic whatever, and fitted with white kid attachments. Other sets were made of blue moire ribbon, green brocade and navy blue silk fabic. There were innumerable other styles and colors, combining bright stripes with solid colors and combining all the approved features for greater comfort in wear. Handkerchiefs were another smart accessory noticed, especially the regulation all white linen styles with large embroidered initial in the corner, done in several shades, with a hem fully three inches wide all round. The colored handkerchiefs were decidedly effective and quite different from those usually imported from abroad. Most original effects were achieved by the use of solid squares and circles of color on a white ground, while the all colored lines were cleverly enlivened by the use of white and colored contrasts.

An Educational Exhibit

Vests, mufflers and other small articles were shown in this admirable exposition, which should be visited by everyone during its stay in Montreal this Winter, if only for the purpose of comparing the richness of quality and the high grade of workmanship in these products, which possess an individuality distinctive in themselves. It will be interesting to note whether or not Paris becomes as famous in masculine accessories as she is in the matter of women's apparel. This initial showing would indicate that an effort is to be made to capture the Canadian market next year.

Lower Duty Helps Imports

If the new Federal government implements by legislation some of its pre-election promises, importers of English hats stand to benefit thereby, according to one of the leading importers of Toronto. It will be recalled that Premier King has promised more favorable tariff arrangements with the Motherland, and with a Progressive wing in parliament on which he will have to depend for some support he may go a considerable way toward knocking down the tariff wall between Canada and the United Kingdom. In discussing the question with Men's Wear Review this importer stated that if the duty on English hats were cut down it would help their lines considerably. At present, he went on to explain, the price of the best English and American hats is about the same. With the price on an equal footing, however, there are still other considerations with which the importer has to contend and which make it harder for him to compete against the well-known American hats coming into this country. By reason of the distance, deliveries are slower. Orders have to be placed some months ahead and with conditions uncertain, commitments for the future are being made on a very conservative basis. For instance, English straws have to be ordered by the first of November and it is impossible for the importer to accept orders after that date.

Lower Price Will Help

If, however, the duty on English hats is so reduced that a better price can be offered to the Canadian retailer it will help considerably to meet American competition. Naturally, therefore, the importer is hopeful that a lower duty will prevail so that he may have a compensating argument to offset the quicker deliveries that can be made over the shorter distances.

Fralick & Co., clothiers of Hamilton, have been the victims of several robberies of late. Not a great deal of merchandise has been taken, but many packing boxes have been taken.

Montreal Clothing Manufacturers Have Booked Very Good Business for Spring

Say the Response of the Retail Trade Better Than They Expected —One Manufacturer Believes Some Small Stores Have Still Stock to Liquidate—Another One Does Not Believe Canadians Will Go to Extremes in Sports Clothing—The Spring Outlook

ACCORDING to several leading manufacturers in Montreal who were interviewed this month by Men's Wear Review, Spring business is opening up with a very encouraging outlook. Although each one agreed that it will take some time yet to bring about normal conditions, still all things considered, the results recorded by travelers just returned from their booking trip, are decidedly promising. One leading manufacturer stated that their orders booked for Spring on clothing alone are just double what was booked for last season, which considering the prevailing tendency to economize, is regarded as a good sign. "It should be a very good season altogether," said this manufacturer, "both for us and for the retailer, although I find that there are still a few stores that have not cleared out their old stock and cut prices to the right figure. We are all taking losses yet and many manufacturers expect to lose thousands of dollars on Spring business too, before things settle down to a regular basis again. One thing that is very noticeable to me about this Spring's business is the fact that retailers are not interested in cheap, ordinary merchandise. They tell us that the consumer wants the best value possible for his money although he has not got much to spend. It seems to be a reaction from the time when clothing brought ultra high prices and the consumer was educated to prefer the better qualities in merchandise and now they cannot get used to wearing any other kind. My opinion regarding prices is that popular priced merchandise will sell more than cheap stuff and the best seller in a regulation suit will be between $35 and $40.. We shall never see again the days when price was literally no object so long as the merchandise was forthcoming. That period really hurt business in the end and we should not want to see it repeated. Even though it takes a season or two to get back to stable conditions, yet we would rather go on as we are than to repeat past experiences. I believe that the big stores have done their share in clearing out goods at reduced prices in order to start the new season with clean shelves, but there are still a number of smaller concerns that should get busy and stimulate business. The actual manufacturing of Spring goods will commence in January which is about six weeks later than usual but I think this date will become permanent from now on. It should be remembered that Easter comes later in 1922 than it was last year, being toward the end of April, so that there will be a longer period in which to get ready."

Staple Tweeds Preferred

Another leading clothing manufacturer interviewed a short time ago, gave it as his opinion that the Spring outlook was exceptionally promising and stated that he had booked a nice business, better than he had anticipated. The Eastern provinces in particular, he said, were ordering much more heavily than in the past. Indications are that stocks are now at their lowest level and the trade is now in a good position to buy freely. This manufacturer believes that the favorite price for a hand tailored suit will be $30 to retail around $45, next Spring, and he is of the opinion that the vogue for sports styles will not become pronounced to any degree in Canada despite reports to the contrary, as Canadian men are not partial to the wearing of sports clothing to business. The bulk of business booked for Spring is entirely upon staple English or Scotch tweeds in the quieter mixtures, such as are always preferred for ordinary every day wear, and at the same time, there is a perceptible increase in the demand for plain navy serge suits, possibly because serge fabrics are now obtainable in fine grades and qualities, up till now almost impossible to secure.

Hot Weather Clothing Active Already

The same manufacturer was the authority for the statement that hot weather clothing of palm beach cloths is promising to sell better than during any past season and orders already booked are surprisingly large for this date. One of the reasons for this sudden increase in demand is due to the fact that prices are now most moderate and the best grades of palm beach clothing can be retailed for as little as $18 apiece, a figure within reach of everybody's purse. The great objection to this merchandise in past seasons has been its expensiveness and the fact that only rich men could afford it. During the Summer of 1922, however, there is no reason why a man should not possess at least two such suits and the retail trade is anticipating one of the best seasons ever experienced. There will be little change in design or style in these hot weather suits, the main point emphasized will be easy fit and good wearing qualities, ensuring coolness and comfort.

Montreal retailers are giving clothing special attention this month and are offering attractive inducements to the public in order to reduce their stocks to the lowest possible level. A number of leading retailers featured a clothing sale just prior to Christmas, which was successful in every way, and consequently they do not need to feature clothing to such an extent in their January clearance sales. Most clothing is retailing at present considerably below cost price, although the consumer in many cases, is unaware of the fact. A leading Montreal manufacturer stated this month that they were selling a large quantity of good suits for $15 apiece which actually cost $18 to make. They state that it is merely a question of how much they can afford to lose on their output for Spring, not how much profit they can make. Thus the statement that Spring business is considerably larger in volume does not indicate that it will be a profitable one. The opinion is expressed that the outcome of the arbitration between the workers and the manufacturers in the clothing industry will materially assist in clearing the situation. The decrease in cost of production, so long desired by the makers, seems to be coming nearer, and when it is an actual fact, the one retarding influence to stability in prices will have been removed.

FRENCH UNDERWEAR REAL INDUSTRY

(Continued from page 19)

from which basis, statistics have since been kept. So quickly has manufacturing developed in France that production of men's wear furnishings has had to be greatly increased yearly in order to cope with the demand. At present this industry gives employment to several hundred thousand women. All the necessary raw materials are produced in France, the cotton fabrics are made in the Vosges, in Alsace and in the Department of the Seine-Inferieure. Woollens come from Rheims, Elbeuf, Louviers and Roubaix; piques and twilled silks come from St. Quentin; washable silks from Lyons and the district of Cambrai.

"That French underwear for men has a world-wide reputation is proved by the fact that the yearly export business done in this line has been between 40 and 50 millions of francs.

Workers to Increase Production

Board of Arbitration at Montreal Hands Out Award—If Garment Workers Do Not Increase Production in January by 10 to 15 Per Cent Reduction in Wages of 10 Per Cent Will be Effective

DECLARING that the cost of manufacturing clothing is too high in Montreal, and that there is little possibility for a revival of work until costs are reduced, the board of arbitration appointed to consider wages for the coming season has ruled that the workers shall increase production from 10 to 15 per cent. At the end of one month, if the increase in production is not given, a ten per cent. reduction in wages will come into effect.

The decision of the Board embodying these orders was made public in New York yesterday at the office of its chairman, Dr. Wm. M. Leiserson. The other members of the board are Montrealers. J. H. Hunter, represented the Clothing Manufacturers' Association of Montreal and Peter Bercovitch, K. C., represented the Montreal joint board of the Amalgamated Clothing Workers. Hearings on the demand of the manufacturers for a reduction of 15 per cent. in men's wages and 20 per cent. in women's were held in Montreal on December 11 and 12. Other demands were presented by both sides at the hearing, but the board ruled that they were covered by the existing agreement, which does not expire until June.

The reason given by the board for its decision to order an increase in production rather than a wage cut was that much greater savings in cost and in prices to the consumer can be made by increasing efficiency and production than by cutting wages. Moreover, cutting wages reduced purchasing power, which is bad for the country. If the workers will not increase production, however, there is no other remedy than to cut wages.

Enforcement of the decision is placed in the hands of a production commission, which will compare production next January with production and cost during the past season. Whether a wage cut will be necessary will depend upon the record of the workers.

Standard of Production

In the opinion of Lyon Cohen, a leading Montreal manufacturer, the proposed levelling up of production would be most difficult, if not altogether impossible, to bring about. It would be very difficult in the first place, he said, to prove that the standard of production could be raised; for in the Montreal industry there were so many different lines, between thirty and forty. In the case of the highly technical trade, with only three or four lines, it might be worth the experiment.

Mr. Cohen pointed out that clothing workers were paid better than in any other industry; that operators were earning $40 a week and girls $24, also that they have the 44-hour week. For this reason the manufacturers had been of opinion that it would not be unreasonable to ask them to accept a reduction of 15 per cent. on $40. In figuring on prices for the coming season, such a wage reduction had been counted on, and if that reduction were not made, the loss would simply fall upon the manufacturers. Prices to the public would not be affected either one way or the other, for a 10 per cent. reduction in prices had been anticipated by manufacturers who would have to bear the difference, if it were not made up by corresponding reduction in cost of production. Mr. Cohen said he had, when examined by the arbitration board, urged the difficulty that there would be in proving that the standard of output was not as high as it might be, as certain styles differed from others in the time required on the work.

Mr. Peter Bercovitch, K. C., M. L. A., who represented the workers on the board, stated that he had no doubt they would accept the award. There was no strike in progress; the arbitration had been arranged in order to avert one. As to the plan proposed, that of first giving the workers a chance of producing more for the wages they are receiving, Mr. Bercovitch was of the opinion that the evidence heard at the meetings of the board of arbitration from manufacturers distinctly showed that there had been a heavy falling off in production of late years, it having been stated that in one case that where there were 1,400 garments made, only about half that number was now produced. After looking at the question all round, the arbitrators had concluded that it would be better if the amount of work done could be increased rather than the wages should be decreased, since the cost of living had not so materially decreased as to justify the lowering of wages, while, on the other hand, with increased output, it might tend to enable manufacturers to lower their prices and do a better trade.

Contest Teaches World Industry

Famous London House Gives Valuable Prizes in Essay Contest— Educational Value

Judging from various advertisements appearing in the daily press from coast to coast, the present year will see a great many contests of various kinds being run under the auspices of department stores or dry goods merchants. Harrods of London, England, have just completed a very novel one in which the educational value was not overlooked. One thousand dollars were given away in prizes to pupils in schools and around London. The contest took the nature of essay writing, the essays not to exceed 250 words. The questions which were to be discussed in their essays were:

1. What interests a child most at Harrods?
2. What story does it see of ingenuity and skill, of tatse and artistry, lying hidden among the wonderful displays in all the different departments?

The Idea Explained

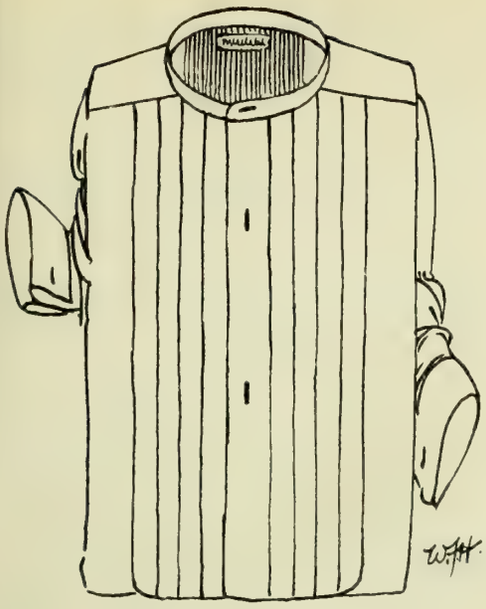
Sir Woodman Burbidge in explaining the idea of the essay prizes said: "When so much interest is being taken in schools in instruction in general knowledge, here it is felt," he said, "is a unique opportunity for bringing children into the closest touch with arts and crafts and the actual products of the world's industry—in fact, with the world's best merchandise. In their lesson-books they learn, for example, that carpets come from India, Persia, Turkey, and that some are made in this country. Here they can see beautiful specimens of carpets from all these places. The fur department offers a lesson in natural history. There are all types of furs, and to any child who wants information we shall be glad to explain what they are and whence they come.

"Many things, too, they will see in their correct environment. Every girl knows that beautiful linen comes from Ireland. Here she will see not only the finest work, but tables spread with exquisite cloths and mats, and with all the accessories of silver, glass and china. She will see, in fact, besides the linen, exactly how tea and dinner tables should be set, and thus gain a knowledge which will be always useful to her.

"Then there are hundreds of different labour-saving devices, from coffee-making machines to special cleaning apparatus. They will hear the wonders of the gramophone, for we have records that almost take the place of a nurse for children, talking to them of fairies, soothing them to sleep, and singing them songs from nursery books. From these fascinating things for young children the records go to the most elaborate classical music, repeating the songs of Chaliapin and Caruso and the violin recitals of Kreisler.

"In the Book Department we have one of the biggest rooms of its kind in London. My idea, in fact, has been that, with so many opportunities for learning as there are here in every department, it would be a really fine education to bring children here during their holidays, and not only let them see this house of business in the ordinary way, but let them observe it carefully, so as to be able to write about it. The prizes are divided in such a way amongst boys and girls as to allow for all ages of children."

In a recent advertisement Blumenthals of Montreal announced that they had had the biggest overcoat year in their history.



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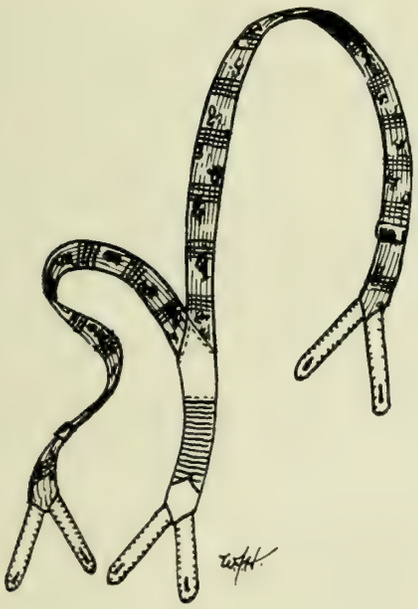

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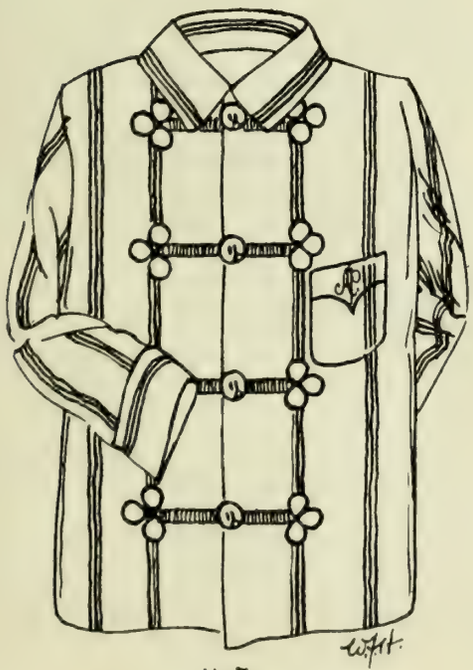


No.3.

Paris Haberdashery In Montreal

Figure 1 illustrates a smart new shirt imported from Paris featuring the new wide tucks and French double cuffs. This shirt is shown in both plain white piqué or in percale with a striped front, and is a popular style with well dressed men of Paris.

Figure 2 shows some novelty braces made of tie silk with fastening tabs of knitted silk. A single piece of elastic at the back provides sufficient stretch and comfort. These come in a variety of colors, mostly gay, as befits Parisian origin.

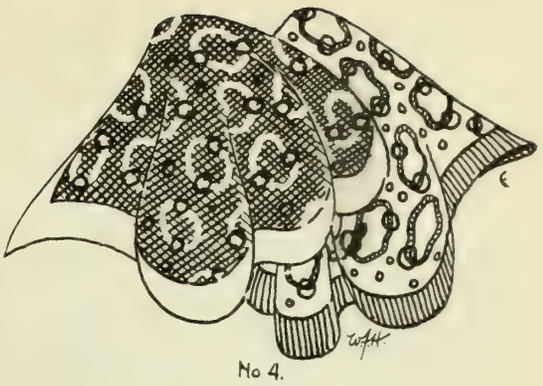
Figure 3 is a new pyjama developed in either silk or linen, striped in blue, fastened with white hand-made frogs. The monogrammed pocket is a novel touch.

Figure 4 represents some startling out extremely artistic novelty handkerchiefs, featuring border and ring designs in a multitude of colors intermingled.

Figure 5 typifies the style of underwear affected by men of France to accompany shirts of the same material, carrying out the "set" idea. Pyjamas may also be obtained in the same patterns. The waisted effect is particularly strong at present in Paris.

Figure 6 depicts two of the newest ideas in silk handkerchiefs for men. The various colors used are blended softly together until blues greens, orange and reds are scarcely distinguishable in a faint blur, like Dresden china. The creators name this novelty the "lava" design.

All novelties sketched by our artist at the Exhibit of French Products by courtesy of M. Chassagne of Montreal, who represents the makers, J. Hayem et Cie, of Paris, France.



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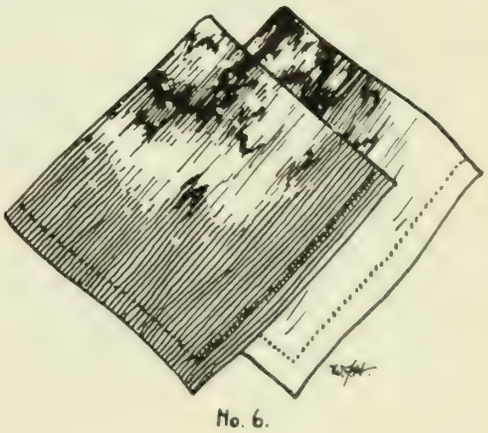


No. 6.

Business Better than Last Year

Napoleon Jacques of Quebec City is Ahead of the Game—Carries Over Only One Hat Into Next Season—Finds That it Pays to Study Selling When Buying—Good Sales of Small Jewelry.

NAPOLEON JACQUES of 128 St. Joseph St., Quebec City, is one of the merchants of that province whose business is better this year than a year ago. To a representative of Men's Wear Review he stated that his business was actually ahead of last year. That is due, he says, to the fact that he buys only the best lines of merchandise and makes a special effort to concentrate on extreme lines when they first arrive in his store. Moreover, the old adage that the customer is always right is one of the policies of the firm; if there should be any flaws or any mistakes in any way, the customer's word is always taken and the merchandise replaced. The head of the firm believes that this is one of the best ways of cementing the friendship between the firm and the customer.

One Hat Left

In conversation with Mr. Jacques, Jr., he boasted that they had only one hat in the store which would be carried over till the next season as unsalable. He explained that it had always been a policy of the store that as soon as new goods came in they were immediately opened and the lines that were not of a staple character or pattern were immediately pushed so that there would be less chance of their remaining on the shelves of the store as dead stock. Standard lines and patterns, he says, will sell at any time but it is the uncommon and the freak things that a man gets stuck with at the end of the season.

Study Selling When Buying

When buying goods, care is always taken to study the selling of them at the same time. The idea is always kept in mind, "How can I sell them and will they sell readily?" To do this takes a little longer time at the time of purchasing; but Mr. Jacques has proved that it is well worth the effort and is largely responsible for their success in clearing out stocks and not being left with dead stuff at the end of each season, necessitating sacrifice sales that run away with a good deal of the legitimate profit that has been made during the season.

The Store

The store is really two stores connected by an archway. In the one nothing but ready-to-wear clothing is sold, and in the other department, furnishings and hats. All merchandise in the clothing section is kept in closets, so that everything is always clean and neat and fresh. The people of Quebec are considered the most conservative to be found anywhere in the Dominion with regard to the buying of clothes. It is their belief that it is very much out of place to wear light clothes in Winter and for this reason the sales are almost entirely restricted to darker colors. During the past summer, this firm, however, sold more light suits than ever before, though the temper of the people seems to be uncertain in this respect and it can not be depended upon that they will approve of the latest novelty lines.

The stock is checked up in this store every Monday morning to see what lines are short and where there is depletion orders are given immediately for new stock. "If you expect to sell goods, you must have them when the people want them, says Mr. Jacques.

A display of many varieties of cuff links, collar buttons and studs and scarf pins is kept in a large display case near the door with the result that many odd amounts of silver that are given back as change find their way back into the cash register again. This display has more than paid for itself.

Granby Merchant Capitalizes Federal Election Returns

D. Hebert Takes Advantage of Local Events to Promote Unique Window Displays — A Novel Christmas Display That Drew Crowds to See it—Featuring Marshal Foch

D. Hebert, popular men's wear merchant in Granby, Que., recently had a window display in his store that caused a great deal of comment, not only by the citizens of the town but by the local press also. The window was exemplifying the Christmas spirit and in one corner was displayed a fir tree on which were arrayed a number of articles that would make appropriate Christmas gifts and on the other side was built a very attractive fireplace which, lighted at night, gave forth a nice red glow as though coming from burning coals. This was arranged by using an electric light and a red crepe paper covering. Another feature in the display and perhaps the one that caused the most interest was the manner in which a number of birds and wild animals were "worked in" the setting. These, of course, were all stuffed but were neatly arranged. Among the animals which the writer was able to identify, were an alligator, mink, squirrel, eagle, a red-headed woodpecker and many other kinds of animals the names of which could not be learned.

Cashing In On Election Results

Mr. Heber is a great believer in window displays as a means of drawing one's attention to the store. As a result of several displays which have been used there have been comments passed by the local papers that were better advertisements than those which one must pay for insertion. "That is the kind of stuff that gets business," said this man.

When the results of the recent Federal election were made known and it was found that Geo. H. Boivin, former deputy speaker of the House of Commons was re-elected in the riding in which Granby is situated, Mr. Hebert immediately started on a window display, the feature of which was a series of pictures showing the local M. P. from his boyhood days up to the present. This display was a "winner" as Mr. Boivin is one of Granby's first citizens but more especially because he had polled such a wonderful vote in the town. It is ideas such as these that are keeping the people's eyes on the Herbert store. When Marshal Foch first landed in the United States, a big window display was built around a large photograph of this famous man and this also "went over big," particularly as this community is largely composed of French Canadians.

In Business Four Years

Mr. Hebert has been in this field only four years. There are other stores in town selling to this trade but the Hebert store is the only exclusively men's wear store. It is quite possible that in the very near future, a tobacco department may be installed. There have been a number of customers who have suggested this innovation and serious thought is being given the idea by Mr. Hebert. The clientele in the store are almost entirely confined to the male sex so that the introduction of smokers' sundries would not affect the sales and drive away some of the ladies, as would be the case in some stores.

The contract has been let for the erection of the new Dowler store in the city of Windsor. This store will be erected on the site formerly occupied by the International Hotel which was recently destroyed by fire. It will have a width of 31 feet and will connect with the present Dowler store.

Convention to be a big Affair

Amalgamated Convention And Textile Show Promises Big Influx Of Business Men

PREPARATIONS are well advanced for the Amalgamated Convention of Ontario retailers to be held in Toronto during week of February 13—17 in conjunction with the Textile Products Exhibition. The different branches of the retail trade—Dry Goods, Merchants, Clothiers and Furnishers, Furriers and Hatters, Merchant Tailors—are organizing their conventions, arranging for speakers and for the discussion of topics of practical and current interest to the men of the trade. The dry goods convention will be held on Monday, February 13th; Clothing and Furnishing men will hold their convention on Tuesday and Wednesday, February 14th and 15th; while the Merchant Tailors will meet on Thursday, February 16th. Furriers and Hatters hold their convention on Friday.

Object of Exhibition

The purpose of the forthcoming exhibition primarily is to demonstrate and emphasize the quality and attractiveness of Made-in-Canada textile products to the retailer so that he, in turn, may be in a stronger position to emphasize to the customer the national character of the textile trades.

Eighty-one booths on the mezzanine floor of the King Edward Hotel have been arranged for this exhibit and at this time of going to press more than fifty per cent. of them have been engaged by Canadian manufacturers from many centres of the Dominion. Within twenty-four hours of the launching of the plan, the Hawthorne Mills, Ltd. of Carleton Place had engaged their booth and in quick succession the Forsyth Shirt Co., Ltd. of Kitchener and the Deacon Shirt Co., Ltd. of Belleville had followed suit. Not only fabrics but garments as well will be shown, of all kinds in which fabrics are shown. There will also be ranges of overalls, oiled garments, raincoats, silk goods, hats and caps, fabric gloves, neckware, suspenders, cottons and woolens. Although it will touch but lightly upon the wide field of women's wear, caterers to the costuming requirements of the sex are far from being disinterested in its success. There are reasons on this occasion for the general restriction of displays to men's wear although cloths and other women's suit materials will naturally figure in the showings of representative woolen manufacturers, knitting mills and smallware producers.

Entertainment

Not the least pleasant feature of the Amalgamated convention will be the entertainment for the visiting delegates. It is hoped that between 1,500 and 2,000 business men from all sections of the Province will be in attendance during a part or a whole of the week. Arrangements are being made for their entertainment in such a way that it cannot be said that time hangs dully on their hands when the arduous duties of the day are over. Banquets and theatre parties will be the order of the day.

Look Here!! Look Here!!

Jasper Butcher Successfully Enters the Men's Wear Field—75 Suits a Month

If I were to suggest to some of the representatives of the large clothing houses in Toronto or Montreal that they call off at a town of three or four hundred population and endeavour to interest the local butcher in their line, if the general store could not be sold, they would probably laugh till the tears ran down their faces. Yet—

W. Blewett, proprietor of the Jasper Market, a butcher shop in Jasper, Alberta, on his own initiative, wrote in to a house in Toronto; secured the agency for their made-to-measure garments, and in ONE MONTH sent in orders for 75 suits. That was the biggest month, but he sends in several every month. He saw the need, and GOT ACTION. "The merchant's opportunities in any town, more especially in the smaller towns, are as large as his vision," stated Mr. Blewett to the writer.

Without neglecting his meat business, Mr. Blewett has sold many cars of lumber; mostly by calling on prospective builders in the evenings.

He has also taken the agency for one of the well advertised phonographs, and has a shipment rolling all the time. The day I talked with him, he had just received the advice note of a shipment of five machines, and they were all sold then. He did not have one for stock, and was rushing an order through for some more.

The same merchant was struck with the possibilities of coal—"I have a pile of lumber in the yard now, which you may have noticed," said Mr. Blewett. "That is to build a larger store with; and as soon as I can get at it, I shall have that building put up, and then this will be a general store. Opportunities are so numerous here that I am going after these various lines RIGHT."

Probably those representatives of the clothing houses would concede now that a call on the most obvious prospect does not exhaust the possibilities of even a small town.

Scovil Brothers' Competition Was Very Successful

In a previous issue of Men's Wear Review, mention was made of a Scholarship competition featured by the firm of Scovil Brothers of St. John, N. B., in order to advertise the merits of a new line of boy's clothing. The results of this competition have since been made public and in every way were most successful both from the point of view of the store's publicity and from the standard of excellence achieved by the contestants. In the original anouncement relative to the contest it was stated that only four prizes would be awarded, ranging from $40 down to $10 to the successful winners, but owing to the fact that so many of the essays received were of an unusually high order of ability, the firm of Scovil Brothers decided to present three extra rewards of $5 each.

In accordance with their custom in other competitions, this firm decided to make the presentation of prizes in a manner partaking of the nature of a ceremonial. Not the least notable feature of the occasion being the fact that the winner of the first prize was the son of one of Canada's popular novelists, namely, the Rev. H. A. Cody, whose stirring stories are widely read. The presentation was made by the manager of one of the local theatres, himself a newspaper man of long experience, who pointed out to the boys in question the future that they might find in publicity work, and told them that the man who writes the advertisements for Wanamaker's of New York, receives a bigger salary than the president of the United States.

The parents and friends of the lucky winners were present in large numbers and the gathering was a happy combination of social and educational elements, which reacted to the renown and reputation of this progressive firm.

To Manufacture Webbed Goods

Canadian dealers will shortly be offered the product of a new manufacturing organization, though not a new firm. E. & S. Currie, Ltd., of Toronto, have installed the very latest machinery for the manufacture of suspenders, garters and arm bands and are bringing into being an organization that promises to be energetic in the prosecution of this new arm of their organization. The trade will soon be offered their new product as models are now well under way and ready for showing.

Currie's have let a contract for webbing for their new factory which is being made to their special order. Special attention is being devoted to trimmings, which will match, and to the metals used, which will be guaranteed rust proof. The standard length of their suspenders will be 38 inches.

NEWS OF THE CLOTHING TRADE

Leo Rogers has opened a men's wear store with a first class stock on Kent street, Lindsay.

M. J Dedman, of Lindsay, expects to be in his new store about the first of February.

J. S. Hay & Co., of Inglis street, Truro, N.S. has added a full line of men's ready to wear suits and overcoats to his stock.

Fire which broke out in the store of C. V. Cartwright of Meaford early in December did about $50,000 worth of damage to several stores in that town.

William D. Bews, a member of the well known firm of Bews Bros. of Hamilton died at his home on December 19th. He was born in the Orkney Islands and was for 50 years a resident of Hamilton.

Nelson Harding, a well known Stratford boy has opened a new store with a full line of men's furnishings etc., at 111 Ontario street. He was formerly with J. P. Chiswell.

Fox Limited at Sioux Lookout was destroyed by fire early in December. The stock was valued at $20,000 and insurance to the amount of $8,000 was carried on the stock and the building.

R. Leo Watson, with stores in London and Galt, used a novel scheme in connection with Christmas shopping. He engaged the services of a well known dancer and Metro star, Doraldina, and had her assist the purchasers of Christmas presents in the selection of their gifts.

Christian Whale Watson of the Firm of E. & S. Currie, Ltd., Toronto, who died on June 12th left a personal estate valued at $1,975. During his lifetime he had given one daughter a Ford sedan and 175 shares of E. & S. Currie stock valued at $10,500; to another his home valued at $15,000, as well as other property valued at $17,500.

J. W. Patterson has opened a new Fashion-Craft store in Brantford, Ontario, at 158 Colborne street. The floor space is 92 by 20 feet and the store is equipped in the modern up-to-date manner characteristic of the Fashion-Craft stores. The clothing department is in charge of Russell E. McKillop, formerly with R. H. & J. Dowler of St. Thomas, and Oscar E. Stewart has charge of the furnishings department. He was with the Dowler organization at London. The opening day was December 7th.

Jack Primeau of Peterborough, keeper of the Fashion-Craft store of that city celebrated his third anniversary on December 1st.

The Regal Clothing Store of Port Colborne recently advertised a big sale in which they claimed they would knock "L" of the H.C.L.

Charles E. Johnston who has been head of the boy's department of the firm of Isnor Bros., Halifax, N.S., has severed his connection with that firm and will open an exclusive boys' wear store on Agricola street about January 15th.

Syd. Taylor who has been manager of Tailor-Craft, Ltd., of Belleville, has taken over the business of the Taylor-Craft and will operate it under the name of Syd. Taylor & Co. Both men's and ladies' clothing will be carried.

Gordon Isnor of the firm of Isnor Bros., Halifax, N.S., in expressing confidence that the year 1922 will be a better one than the year 1921 points out that the price of clothing is lower now than it has been during the last five years.

B. W. Zieman, President of the Ontario Retail Merchants Association and Preston's oldest tailor has disposed of his business to Addie Zieman and Harry Beck who took possession on January 3rd. Mr. Zieman expects to spend the winter in the south.

Messrs. Lerner and Merrill opened up a new men's furnishings store in the city of Ottawa as Mile and Eddie, and their new place of business is 32 Sparks street. Associated with them is Jack Habbishaw, formerly with the Ely store in that city.

Damage to the extent of $1,500 was done to plant of Peabody's Limited of Walkerville on December 7th. At first the employees tried to fight the fire but when it was seen that it was getting beyond their control, the Walkerville brigade was called to their aid.

Two hundred clothing workers from the factory of H. Vineberg and Company, Limited, have gone out on strike as a protest against the firm's determination to introduce the piece-work system, the 49-hour week, and a wage cut of from $2 to $6 per week, according to a report received from the Montreal Joint Board of the Amalgamated Clothing Workers of America.

Men and women workers are involved and the factory, which is situated at the corner of St. Lawrence boulevard and Duluth street, is being picketed by the strikers. The strike is also stated to be a protest against the open shop system declared by the firm.

The company withdrew some time ago from the Clothing Manufacturers' Association and is not therefore bound by the recent decision given by the Arbitration Board which sat in Montreal last month and which declared that unless production increased, a ten per cent. cut in wages would go into force in February.

Bill Mills of Kitchener has issued a neat little schedule containing all the hockey games in the Kitchener Hockey Association this year. He distributes them to those who come into the store and it is a constant reminder to the holder of Bill Mills and his up-to-date store.

A certain Toronto firm was recently fined $450, (there were three members of the firm and each was fined $150) for running a lottery. The firm organized what was known as a "48 Club." The plan was simple. Each member of the club—there were 48—was to pay one dollar down and then one dollar a week till they had paid $48. for either a suit or an overcoat. A "draw" was made once a week by a member of the firm and the customer's name so drawn received his suit or overcoat forthwith without any more payments. Many hundreds of men signed the contract but the police stepped in at the instigation of the Retail Merchants' Association and prosecution followed. A charge of conspiracy to defraud the public was withdrawn but on the lottery charge the above fine was made.

ACQUISITION BY ACME GLOVE WORKS, LTD.

Announcement is made by the Acme Glove Works Limited, Montreal, that they have completed arrangements with the International Duplex Coat Company Inc., New York City, for the manufacture in Montreal of the clothing specialties for which these people are widely known in both the United States and Canada.

Most Canadian buyers are familiar with the "Pelters," (Reversible leather coats,) wool ulsters, fur collared coats, chappie coats, ulsterettes, mackinaws and sheep-lined coats, made by the International Duplex Coat Company .

Moe Solomon, head of the New York concern and originator of Pelter styles will give his personal supervision to the manufacturing done in the Acme factory. The new models will be shown simultaneously in Canada and the United States about February 1st.

RE YOU PICKING LOCATION FOR STORE?

(Continued from page 17)

id the bank clearings, which give an cellent history of business conditions. doing this, however, great care must exercised to see that deposits are distributed and that one has a reasonable ance of getting business from depotors. A mere statement of bank clearngs and deposits is not sufficient to estblish this fact. In Tulsa, Oklahoma, or intance, deposits are large and the earings tremendous, but out of the 25,000,000 deposits of one bank alone, 10.000,000 is equally divided between wo or three men which narrows down ne sales possibilities. Fifth, the numer of different industries in the city nd the proportion of manufacturers in he city and the proportion of manufacurers to clerks. Sixth, after this has een thoroughly studied the proper way o locate a store is to plot the position f the several business blocks in their ocations as to traffic, separating the vomen's from the men's.

When your block has been chosen, seure definite and reliable information on ach piece of property in the block and he possibility of securing it, always emembering that a location's value deends only on the volume of actual usiness that particular site will secure or you. In this connection the same loation might be worth $3,000 to one nan and $4,000 to another. It is like utting a square peg in a round hole to ut a cheap store in a valuable location, nd vice versa. The drawing power of he surrounding territory must also be aken into consideration.

Analysis of Passersby

Some interesting statistics have been compiled in regard to the estimated percentage of people passing a given point who may be counted on to enter a store. Let us say it is a woman; where a thousand women pass a store in an hour a certain percentage will enter, a certain percentage will buy, and there is an average sale to each one. At this rate the merchant will do a certain amount of business an hour, eight hours a day, or a given amount of business yearly, three hundred days. (I have actually worked out this system for several different lines.) By this plan the merchant can form some estimate of his receipts, and can gauge what he can afford to pay for rent, etc. But, of course, he has to adjust these figures to the locality, traffic passing, type of people, the amount of sales, his particular type of stock, and many other individual conditions, such as competition. However, if he is an experienced man he can easily figure up a close estimate of probable business by his method.

There is a very definite proportion of gross receipts which each type of business can afford to pay for rent. High-class retail stores who are large advertisers can afford to pay six per cent. (as a rule department stores average around three per cent.); non-advertising, small specialty shops about eight per cent; 5- and 10- cent stores who are non-advertisers, five per cent.; high-class theaters and hotels, nine per cent; drug stores and soda water shops, fruit and candy stores, ten per cent.; grocery and provisions, ten per cent.; restaurants and cafeterias which do a long hour business, ten to twelve per cent.; cigar stores, six to eight per cent.; baker shops and shoe shining stands, twelve per cent; moving picture theaters and low-priced amusement places, skating rinks, bowling alleys, pool rooms, etc., twelve per cent. These last depreciate property and, therefore, a higher rental is exacted.

BELIEVES THAT SIMPLE COURTESY IS THE ONE AND ONLY REAL WAY

(Continued from page 34)

class of people have the habit of going all the way down town in order to do shopping which could be just as well attended to a block or so away from home."

Avoid Extravagant Decorations

A theory held by Mr. Payette which merits notice is to the effect that the average retailer should not indulge in too many decorative features in order to make his store look attractive. At Christmas, especially, he thinks it is not necessary to spend money on much display of greenery, etc., since it costs too much in proportion to the effect achieved, and really thrifty customers will prefer to shop where the values are best, not where the most holly and ever-green are used. He is of the opinion that the spirit of any season, be it Christmas or Easter, Summer or Fall, can be just as appropriately expressed by suitable merchandise attractively displayed, with a judicious use of artistic show cards, not forgetting the extreme importance of immaculate fixtures, perfect lighting, convenient chairs to rest on, courteous service from the staff, and a scale of prices marked as low as possible in proportion with good value.

A Striking Appearance

The store in question is over 60 feet in length and is well filled with merchandise ranging from the humble stud button to the elaborate dressing gown. The goods are all under glass and those which are stocked in boxes are all of one uniform yellow shade, which harmonizes well with the oak wood work of the cases. An imposing array of neckwear is displayed on stands all down both sides of the store, creating an impression which is not far from true, that ties of all descriptions are one of the leading features of the business. Ranging from the lowest price up to the ultra exclusive and costly imported tie, there is "something for every man," each group systematically arranged and priced for greater ease in selection. Even friend wife can safely attempt the hazardous and critical task of selecting a tie for any purpose in the Payette store, since her efforts are guided and safe guarded by Mr. Payette's unerring judgment. "But it is our windows which bring in most business in reality. They are changed constantly and there is always something new in them. They are our very best advertisement," concluded Mr. Payette.

FORTHCOMING CONVENTION

(Continued from page 17)

sident Fitzpatrick. An address of welcome will be tendered by His Worship, Mayor Maguire, to the in-coming delegates at 1.30 p.m.

One of the big attractions of the convention will be the opening address of the afternoon by the well-known expert, Frank Stockdale. His address will be on the subject "Making the dollar work faster," to be followed by a half-hour's discussion by the convention. The second subject will be "Creating business by better window displays." The speaker to handle this subject is not known at this time, but it will be a live subject in which all dealers are interested. "Making your advertising suit your business and locality," is the third subject to be handled by a man who ought to know it thoroughly. The advertising manager of the J. L. Hudson Co. Inc. of Detroit will handle this subject.

Wednesday Program

W. Hern, Stratford, will take charge of an interesting subject during the Wednesday session. "Making difficult sales easy," is something all dealers would like to know about, and Mr. Hern promises some original touches in connection with it. Another subject for whom a definite speaker has not yet been selected is "The Men's Furnishing situation." Two very well known manufacturers of clothing are to take subjects during this day. "Closer co-operation between retailer and wholesaler," will be the subject of an address by Lyon Cohen of Montreal who needs no introduction to Canadian clothing retailers. Neither does William Leishman of Toronto who will speak on the subject "As I see the ready-to-wear clothing business for 1922."

There are other subjects which have not yet been definitely decided upon and cannot be mentioned at this time. Of course, there will be the usual question box, and there will be three or four subjects of current interest to be discussed for ten or fifteen minutes.

Evening Banquet

According to custom, there will be the usual closing banquet in the evening at which there will be a good deal of fun, some good things to eat and a lot of entertainment. This feature of the convention is being handled by energetic men who are leaving no stone unturned to make it a happy and successful termination to the two days' convention.

W. F. Dineen of the Ansley-Dineen Hat & Fur Co. Ltd., Toronto, has left for England on a five weeks' business trip.

New Revolving Tie Rack Helps Sales

Dave Livinson of Montreal Promotes Neckwear Sales By Ingenious And Simple Invention—Shows 168 Ties At Once By Touching One Rack—New Advertising Idea Evolved From Popular Game of Put And Take.

A DISPLAY of neckwear which was notable both from the view point of the arrangement of the various styles and the equipment employed was featured this month by Dave Livinson of Montreal, who is fast earning a reputation for himself in relation to original ideas of merchandising men's wear. The neckwear idea in question was invented for several reasons, first for the easier display of the various styles of ties, second, to prevent the theft of odd neckwear during the crowded hours, and third, to get away from the usual style of display racks, which are always so similar in appearance in most haberdashery stores.

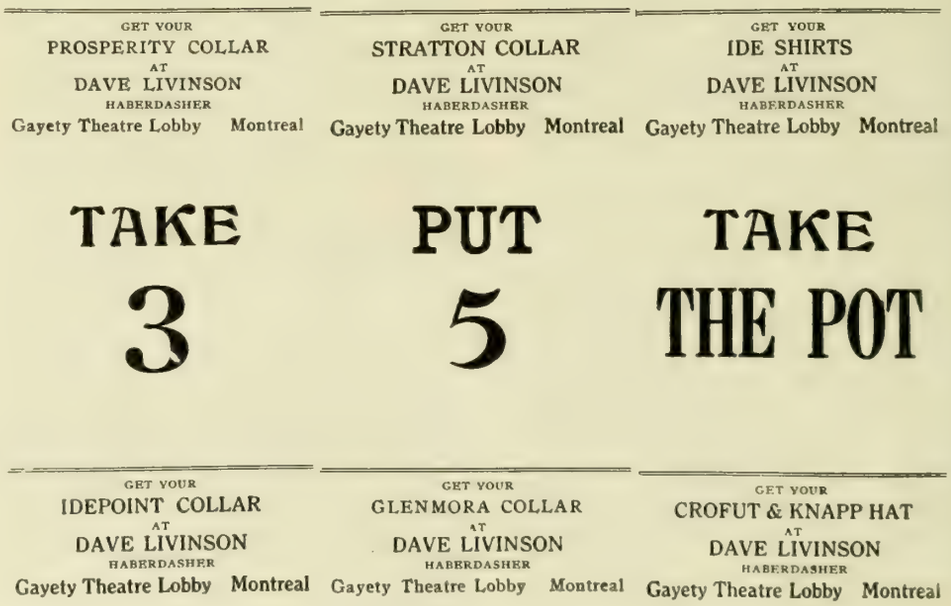
168 Ties at Once

Mr. Livinson decided to make his racks look different and proceeded to place seven of the circular revolving type in a row, upon a low fixture, just high enough to bring the ties at the level of a customer's eyes. The seven racks were then connected by means of a strong but slender cord which was twisted around each one alternately in a connecting endless chain. The cord was kept in an elevated position by means of hooks placed between each rack, so that there was no chance of its slipping down and falling off. The arrangement of the cord was so adjusted that by a mere touch of one rack, the entire seven began revolving and as each rack held 24 ties, this meant that with each revolution of the racks, the customer saw 168 ties at once, and could tell at a glance which rack-full of ties interested him most. One rack for example would hold striped ties, another, dotted ties and so on, and the whole display was priced at $1 apiece. Mr. Livinson says that when a customer is about to leave the store, and has reached the door, he has only to touch the revolving racks to get that customer interested in a second. He can see and handle the ties so easily and the moderate price is so attractive while the range of styles is so great, that it very rarely happens that a sale is not made.

Used Waste Space

The space occupied by the ties was waste space formerly, being too near the front door to be used for counter fixtures, and so the present arrangement just fits the occasion, since the low fixture underneath can be used for reserve stock, and boxes containing reserves of the ties displayed are used as support for the racks, enabling the staff to replenish vacant spaces in a second.

It is not so easy for those persons who occasionally are quick enough to snatch a tie off a display rack and into their pockets, to do so unperceived, as each tie is displayed in a section by itself, with no overlapping and therefore the sight of an empty space would indicate that a theft had occurred, because a new tie is always put in place before any sale is made.



Devotees of the exciting game of "put and take" will appreciate the reproduction of six cards shown above, for the game may be played with cards as well as with the little copper cube that is used.

The Regular Display

On the opposite side of the Livinson store there is another neckwear display as well, but in this case the outstanding feature is the uniformity of effect created. Down the entire length of the long counters which line the right hand side, are placed the usual "T" stands on which the higher priced ties are arranged. These are of many different types of course and to avoid an appearance of a promiscuous jumble of colors, patterns and shapes, Mr. Livinson has emphasized the uniform note in display, to such an extent that there seems to be a curtain of smart neckwear all down one side of his shop. Neckwear is one of the specialities of the store and the window display during the holiday season was noteworthy by reason of the smart arrangement of the new dotted Irish poplin ties, neatly displayed with the newest collars and other furnishings. The show card used was hand colored and represented a perfect apple, under which was printed, "A PIPPIN!"

Novel Style of Advertisement

A novel method of getting publicity for the store is being tried out by Mr. Livinson at the present time. With each purchase that is made, a new card game is presented, being a card arrangement of "Put and Take" which is so popular with everybody. There are 15 cards to the set, each about 3 x 2 in size and printed with the various instructions such as "Put Three" and "Take the Pot," and on each card the admonition to "Get your shirts, hats and collars at Dave Livinson's store in the Gayety Theatre Lobby, Montreal," is prominently noticed. Nearly everyone knows how to play the game, says Mr. Livinson, but if they don't, they will telephone in to the store and ask for instructions. Customers often ask if they can have a set and so the staff now places one pack in each envelope used to wrap up goods purchased to be discovered as a sort of surprise when the purchase is opened.

The Home of

"TIGER BRAND"

Heavy Elastic Rib Underwear

For Men and Boys

Representatives are now out, featuring our samples for Fall, 1922.

It is a well-known fact that our several lines are the best value on the market and have been for many years.

The Galt Knitting Company, Limited

GALT — Manufacturers of Underwear and Knitted Specialties — ONTARIO

Agents:

ONTARIO—
J. E. McClung, Toronto.

QUEBEC—
P. DeGruchy, Montreal.

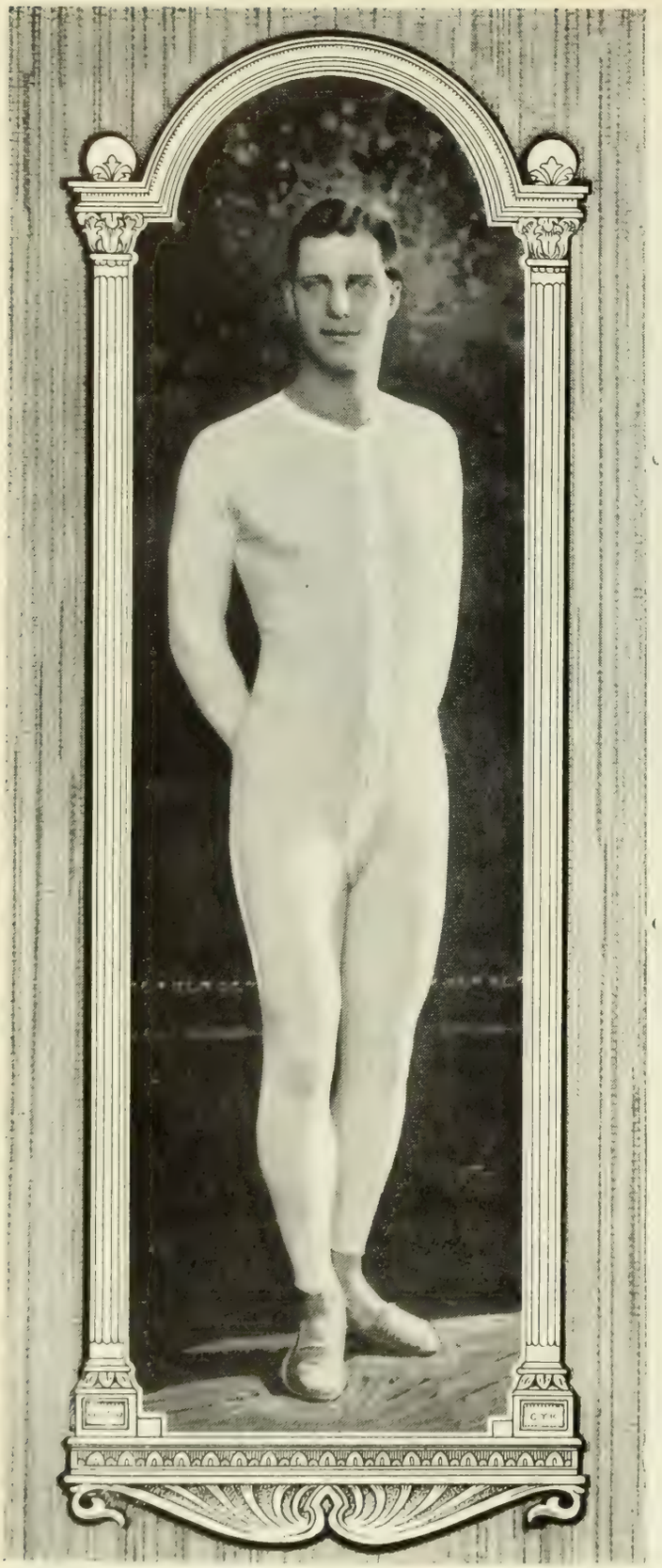
MARITIME PROVINCES—
Fred S. White,
St. Stephen, N.B.

TRADE MARK REGISTERED

TIGER BRAND

WESTERN PROVINCES—
Hanley, MacKay Co.,
Winnipeg.

BRITISH COLUMBIA—
Hanley, MacKay Co.,
Vancouver, B.C.



ATLANTIC

UNSHRINKABLE

The UNDERWEAR

that Overwears

ATLANTIC UNDERWEAR

LIMITED

MONCTON - - N.B

E. H Walsh & Company

Montreal & Toronto

Selling Agents for Quebec, Ontario and Western Provinces

For the highest QUALITY—

ATHLETIC UNIFORMS

at the LOWEST PRICES.

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124 KING ST. W. TORONTO.

Manufacturers of

Complete Uniforms for Baseball, Hockey, Soccer and Rugby, also Gymnasium and Basketball Jerseys and Knickers, Boy Scout Uniforms, all wool Bathing Suits and Swimming Trunks, Girls' Middy Blouses and Gymnasium Bloomers, and a full range of White Duck Clothing.

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We will give your enquiry prompt and careful attention.

Your Spring Displays

will be many times enhanced by the use of artistic appealing

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There is a DALE form or fixture to display every kind of merchandise.

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O'Brien, Allan & Co., Phoenix Blk., Winnipeg

P. R. Munro, 759 Bleury St., Montreal

Is your investment in ready-to-wear clothing paying you a reasonable return on your investment?

One of our customers writes: –

At no time during this year has my ready-to-wear clothing department shown results that its quality entitles it to either from a point of view of turnover or profit.

I have examined very carefully the causes that seem to have brought this about and have come to the conclusion:–

First:– That my regular and best customers are now buying Art Clothes made to measure –

Secondly:– I am not in a position to carry a sufficiently wide variety of ready-to-wear clothing to give customers a diversified choice –

Thirdly:– My average investment in ready-to-wear clothing is around $4,000.00 and for the nine months ending October 30th I find the net return on this investment is only 1¼% while other departments show profits from 10 to 20% net, which means that other departments are being starved to finance a department that from a profit-earning point of view is not worth house room. Consequently, I have decided to cut my stock away down or clear it out entirely in favor of Art Clothes made to measure and intend to push your line to the utmost limit –

It may be that an analysis of your business will reveal a similar situation—THINK IT OVER!

Spring, 1922, samples are ready—if you are interested, write us.

COOK BROS. & ALLEN

LIMITED

TORONTO

473-489 College Street

Builders of Good-Will

Booth 28 - Textile Exhibition - King Edward Hotel Feb. 13 to 17

Good Times Just Ahead

PROSPERITY is within our reach in Canada.
All we need to have and to hold it is a sane, sure grasp on its simple elements.

They are Industry, Integrity, and Faith.

These are the cardinal virtues of human relations. They are the underpinnings of healthy, natural business life and the foundation of a wholesome social system.

They are the fountainhead from which Progress springs. A well-known business economist has called them the "Fundamentals of Prosperity."

Your purchases are an expression of Faith. They are evidence of your Industry. Make them confidently from business institutions of Integrity.

Buying is the backbone of prosperity. An active market means more employment, steadier earnings; benefits are passed around.

Wise spending gives stability to earning and for that reason is far-sighted thrift and sound economy.

The call of to-day is for cheerful thinking, willing working and constructive action by you —everybody—NOW.

To-morrow's change for the better will come about through the combined efforts of each and every one of us.

By sheer force of numbers and co-operation, by the high power of heart and mind, we can put Business on a firm, stable basis.

We can do this because all of the material factors making for better business are right.

Let us link our faith with industry, our vision with courage, and forge ahead.

Let's make an uncommon effort toward a common end—Good Times.

BOYS' LION BRAND CLOTHING

To see the Spring line is to know why Lion Brand will move fast, workmanship, fit, style, quality, every worthwhile selling point is embodied in this line.

You've only to see the line to be enthused with it.

You can beat price competition by Quality Goods.

The JACKSON MFG. CO., LTD.
CLINTON, ONTARIO
Factories at Clinton, Exeter, Goderich *and* Hensall

"Craftana"
Registered No 262.005

THE HALL-MARK OF
Maximum Comfort and Durability at Minimum Cost.
FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

To The Retailers of Canada

Good Clothing Made in Toronto

See our Exhibit at Booth 37 King Edward Hotel when attending the Convention.

It will pay you to examine our products. No obligation to purchase.

THE PUNCHARD-BIRRELL CO.

549 King Street West
TORONTO

TAYLOR-BRASCO LIMITED

COPPER STORE FRONTS

A store with a Copper Front is unique, attracts customers and suggests sales.

Every ambitious merchant who wishes to increase his business will not neglect his store front which is his best advertisement and best salesman.

Take advantage of the experience of a firm that has made Store Front designs a special study. You only build one or two store fronts in a life time, why take a chance? It will pay you to write us to-day if you are not satisfied with your store front.

Taylor-Brasco Limited

Landed Banking & Loan Bldg.

HAMILTON, ONT.

COMBINE

Judicious sales efforts with a stock of--

Crown Pants

For Better Business During 1922

A Prosperous Year for everyone

Is our sincere wish; but not content to merely sit back and wish it, we have prepared a range of Pants that will compel the class of attention that will result in greater sales. They are made from the finest fabrics faultlessly styled and tailored with the class of workmanship that have created the reputation established by

Crown Pants

for Outing Trousers—Dress Pants—Work Pants as well as a general range of Boys' Bloomers in good strong wearable materials at exceptionally low prices.

Our travellers are now out in their respective territories and will call upon you with a full line of samples. We will be pleased to mail you samples on request.

CROWN PANTS COMPANY

322 Notre Dame West **Montreal, Que.**

See Us At The Convention

Dealers who wish to offer their customers the most economical values in shirts, overalls, bloomers, trousers and shopcoats for spring will find the "Arm and Hammer" a sufficient guidepost to satisfactory selling.

See these "Arm & Hammer" lines when you are in the city for the Retailers' Convention to be held at the King Edward Hotel. Our booth is No. 1, Pompeian Room. We also invite you to call around to our showrooms on Bathurst Street and inspect our lines.

The J. A. Haugh Mfg. Co., Ltd.
TORONTO, CANADA

Manufacturers of the famous "Arm and Hammer" Shirts, Overalls, Bloomers, Trousers and Shopcoats

"FOUNTAIN BRAND"

Satisfactory and Economical

PURE IRISH LINEN THREAD
Manufactured by
Island Spinning Co., Ltd.
Lisburn, Ireland

Do you not consider your workmanship worthy of the BEST? Then use our strong, non-snarling thread.

One trial will convince you of the wisdom of this advice.

Samples and quotations on request.

Sole Agents for Canada

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LIMITED
MONTREAL, 508 Read Building
TORONTO 20 Wellington St. W. QUEBEC 553 St. Valier St. VANCOUVER 217 Crown Building

Could *you* retire in 20 years?

Perhaps you don't want to—but all the same it is a very pleasant feeling to have enough gilt-edged securities tucked away that if business does get troublesome you haven't the slightest worry.

The big point is this—profit is not profit until it is safely invested and bearing interest. There is so much of the average merchant's earnings that are frittered away in non-essentials, when he might create an estate separate from his business load.

THE FINANCIAL POST points the way to safe, sane investment in sound securities. Through the Investors' Enquiry Service you get the bed-rock facts behind any and all investments. Before you buy—write.

The $5.00 invested in THE FINANCIAL POST service for a year will mean hundreds of dollars to you, if you follow the hints, tips and suggestions in the investment of your profits. When so many merchants have found its pages valuable to them, will you not fill in the coupon and find out for yourself just how valuable THE FINANCIAL POST can be to you?

THE FINANCIAL POST,
143 University Ave.,
Toronto, Ont. 1922

On the understanding that THE FINANCIAL POST holds just the facts I need for safe investment, you may send me a recent issue. If I decide not to take it, I will write you within five days—otherwise you may bill me for $5, subscription price for one year.

Name .....

Address .....

Our Policy — The Golden Rule

12 to 19

Begin The New Year Right

12 to 18½

by always keeping your KANTKRACK collars well displayed—their economical features alone make them fast sellers.

A Saving of Three Cents a day in laundry bills is a saving well worth considering these days.

KANTKRACK collars are guaranteed to give satisfaction and linen-like in appearance and always up-to-date in style.

ONE GRADE ONLY AND THAT THE BEST
Made in Canada

Parsons and Parsons Canadian Limited

Est. in U.S.A., 1879 HAMILTON, CANADA Est. in Canada, 1907

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G. A. BEECKEL
REGISTERED
Designer of high grade men's and young men's patterns to the clothing trade.
200 Drummond Bldg. Montreal

Make Your Work Clothes Out Of *This* Cloth

Your jobbers and dealers are hungry for any kind of Work Clothes made out of Stifel's Indigo Cloth.

They ask you for them—*because* they know garments made out of this cloth have a faster turnover and hold customers *satisfied.*

All the big Overall and Work Clothes manufacturers use this famous cloth for their famous brands—because it helps sell their line and because its *STRENGTH* of fabric and color has made it the standard for over *75 years.*

Another thing about Stifel's Indigo Cloth:

the trade mark is advertised.

This trade mark stamped in the cloth will add *selling power* to your own trade mark on your garments.

Your customers are going to ask you for Work Clothes made of this great cloth. We'll be glad to tell you more about it any time you write.

Look for this boot-shaped trade mark stamped on the back of the cloth. It's your guarantee for *Strength.*

STIFEL REGISTERED

Stifel's Indigo Cloth

A sturdy tough weave dyed a beautiful fast blue. And specially printed so that the white dots of the stripes and other patterns will not break. Write for samples.

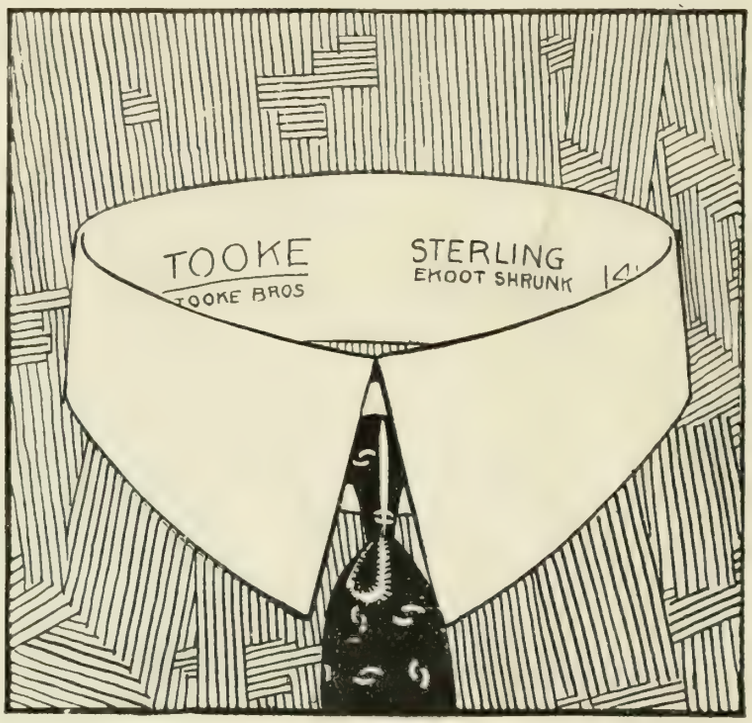
J. L. STIFEL & SONS

Indigo Dyers and Printers

Wheeling, W. Va.

New York **Baltimore**

"Look for Tooke"



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An Accepted Winter Collar

Band 1-1/8 Points 2-3/4 1/4 Sizes

It's about as hard to keep Sterling in the background as it is to keep a good man down.

Sterling has all the style, comfort and wearing qualities a real Winter collar must possess.

Immediate Delivery from all Branches

Priced $1.90 the Dozen.

TOOKE BROS., LIMITED

Shirts, Collars and Neckwear

MONTREAL

Toronto Winnipeg Vancouver

MENS WEAR REVIEW

Vol. XII. No. 2 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA February, 1922

Peck's

DUE to conditions prevailing last Fall your Spring placing order may not have been large enough to cover your requirements. Let us help you out. We carry large stocks in Montreal, Winnipeg and Vancouver and can make immediate delivery of wanted goods.

John W. Peck & Company
LIMITED
Montreal Winnipeg Vancouver

CLOTHING

MEN'S YOUNG MEN'S BOYS'

SHOWING 4 POINT STYLE

NOW!

"KING" SUMMER SUSPENDERS

To Retail Profitably at 50c

Last year many were disappointed because of late deliveries.

Order now and make sure this year.

SOLID BRASS, RUST-PROOF METAL PARTS.
EXTRA QUALITY SWEAT-PROOF WEB.

Packed Individually in Striking Counter Display Box.

NATIONALLY ADVERTISED.

Two or Four Point Style

LOOK FOR NAME "KING" ON BUCKLES!

The KING SUSPENDER & NECKWEAR Co
TORONTO CANADA

In the Keen Competition of 1922

The Shirt business will go to the man who can offer the triple combination of *Newest Fabrics, Authoritative Styles* at an *Economical Price.*

The "LANG" Line for Spring

embraces fast-moving numbers, which are designed to be as popular as their price—and that's the very pinnacle of popularity.

Particular attention is called to the numbers which have separate collars or attached collars, the collars will fit the shirts, the shirts will fit the collars—and the complete garment perfectly fit the wearer.

In all sleeve lengths, with your label, if so desired.

The Lang Shirt Co. Limited

Kitchener, Canada

Newest Styles : : Greatest Values

Hand Tailoring Superior Quality

Men's and Young Men's Hand Tailored Suits that will secure you a reputation for smart apparel at reasonable prices.

Our men are now showing our range for Spring. Be sure to see our samples and place your order early.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario

BUYERS SHOULD VISIT
THE TWO
GREAT BRITISH
TEXTILE
EXHIBITIONS
TO BE HELD IN THE
SPRING of 1922 in
LONDON
ENG.

Tickets of admission can be obtained from the office of this paper.

at the
ROYAL
AGRICULTURAL
HALL, LONDON

CLOTHING & WOOLLEN TRADES
CLOTHING & WOOLLEN TRADES
MAR. 28-AP. 7
DRAPERY & TEXTILE TRADES
APR. 24-MAY 5

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INTERNATIONAL TRADE EXHIBITIONS LTD
BROAD STREET HOUSE, NEW BROAD STREET LONDON E.C.

CABLES : PROMENADE, AVE, LONDON
ESTABLISHED 1894

Dods-Knit Beaver Fleece

For Men, Women and Children

See this Trade Mark on every garment

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33 Melinda Street,
Toronto, Ontario.

Quebec and Maritime Provinces:

William C. Forster,
128 Bleury St.
Montreal, Quebec

AS A RESULT of many suggestions from the trade, that we extend our Dods-Knit Beaver Fleece lines, we are pleased to announce that our selling agents are out in their territories, with a full line of Dods-Knit Beaver Fleece, which includes—vests, drawers, combinations and bloomers for ladies, and waists, bloomers, vests, drawers, combinations and sleepers for children.

The samples being shown also include the usual Beaver Fleece quality lines in two-piece and combinations for boys and men.

Our representatives are also showing very fine samples of Dods Scotch and Elastic Knit, guaranteed 100% pure wool, and Dods Merino.

You would do well to see them. Every garment will carry the new trade-mark—our guarantee that the quality is there as always.

(***Sold Wholesale Only***)

The Dods Knitting Co. Limited

Orangeville - Ontario

There is only one make of knitted underwear made in Canada that is ***reinforced at all wearing parts.***

That is

"CEETEE"

THE PURE WOOL UNDERCLOTHING THAT WILL NOT SHRINK

Our travellers are now on the road with new samples and prices— with a full line of CEETEE and Turnbull's Ladies', Children's and Infants' garments.

Don't place your order until you have seen our lines.

Made only by Turnbull's of Galt, Canada

Make sure that *you get* the *Genuine* in order that you may *give your Customers* the *Genuine*

It is well to remind Merchants and Manufacturers that "Cravenette" Regd. is a ***process—not a fabric.***

Any cloth which has been made ***shower-proof*** by the "Cravenette" Regd. process is a "Cravenette" Regd. cloth.

Any coat made of cloth shower-proofed by the "Cravenette" Regd. process is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear this mark —either on every yard or inside the garment. When you order "Cravenette" Regd. Cloth or Coats, see that they carry the "Cravenette" Regd. trade mark.

REG. TRADE MARK
Cravenette
PROOFED BY
THE Cravenette Co. LTD

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA

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Start Right Now

LEISHMAN MADE TO MEASURE CLOTHING IS RIGHT IN EVERY PARTICULAR AND WILL SATISFY PARTICULAR MEN.

In every community there are men who prefer to wear clothes that are specially tailored to meet their individual tastes.

Leishman Made-To-Measure System makes it easy to give every man the sort of style and fit he requires.

A few points yet open for special order Agencies.

Wm. H. Leishman & Co.,

Limited

192 Spadina Avenue - Toronto, Ontario

Makers of the Best Tailored Garments for Men

Men's Wear Review

VOL. XII. FEBRUARY, 1922 No. 2

Unique Method of Cutting Overhead

Problem Of Overhead Is Problem Of Maintaining Efficiency And Morale Of Sales' Organizations—Present Conditions Survival Of Salesmanship As It Is Survival Of Individual Businesses—An Extra Week Of Holidays A Month Without Pay

PUTTING down overhead expenses without striking at the effectiveness of the sales' organization or interfering with their morale is one of the problems being faced by the retailer during this year. It is not the easiest thing in the world to do; yet most dealers recognize that it is a year when overhead has to be reduced if the balance sheet at the end of the year is to show a fair percentage of profit on the year's business. There are many ways of reducing this overhead. Not a few dealers are scanning their premises to see if there are not some waste spots here and there that might be turned to useful purpose, such as adding a couple of new lines that will bring profit without any additional, or much additional expense in the way of a sales' staff. Some are cutting down the salaries of their staffs, explaining to them that the surest way to get back to normal times is to reduce the costs of production so that the selling price may be more appealing to the customer and he will come into the market to purchase his legitimate requirements. One way of doing this, they say, is to reduce salaries commensurate with the lowering cost of living. Again, dealers who have been giving bonuses are discontinuing them; or others who have been granting commissions on sales are either reducing the commission percentage or cutting them off altogether. Some are reducing the cost of an extravagant delivery service that developed during the very prosperous years of 1919 and 1920; others are making the fatal mistake of cutting down their advertising to such an extent that it is almost extinct. It is safe to say that this problem of overhead will be one of the outstanding, if not the outstanding problem of the year 1922.

Extra Holidays

With the first of the year, a certain dealer known to us decided to confront this problem, keeping in view the desirability of maintaining the efficiency of his sales' force as well as the personnel. He did not want to cut salaries; he did not care to dismiss any of the members of his organization because, naturally, he believed it to be a good one, built up with extreme care. At the same time, he felt that something had to be done to cut down overhead and he knew that the members of the sales' force would listen to reasonable propositions and would assist in every possible way to meet an outstanding problem of the year.

A Conference

The head of this firm believes that the most successful way to get at a problem is to come to close grips with it.

He, therefore, called the members of the sales' force together in conference. He talked to them. He told them he had always felt kindly disposed toward every member of the staff. He said it was obvious to all of them that business was much harder to get at the present time than it had been during the prosperous years of a couple of years ago. Reducing overhead, he said, was one of the big problems and, naturally, they were looking to him to meet this responsibility and wondering in what way he would meet it.

They Must Share It

He wanted to make the point a strong one, however, that they must help face this responsibility as well as he. Business could not be conducted as it had been during the years 1918-19-20. If it were, they must go under. Such methods had to be gotten away from. Business to-day was the survival of the fittest. It was not only the survival of the fittest for firms but for salesmen as well. He told the members of the staff that he received frequent telephone calls from people who wanted their jobs and who would take them at a smaller salary than he was giving them. This, he did not want to do; but he still pointed out that overhead had to be reduced. It was either a case of reducing the staff by dismissals or coming to some arrangement whereby the present staff could be maintained on the same standard of wages.

How it Was Done

Not only the head of the firm, but every member of the staff was anxious to maintain the personnel of the sales' organization. Dismissals are disorganizing and demoralizing. An atmosphere of uncertainty, of "what's coming next," is created. A nervousness creeps into the work of the organization that is harmful and may lead to disaster. This must be avoided.

The arrangement arrived at satisfied all the members of the staff. It was arranged that every member of the staff should have a week's holiday for each of the three months of January, February and March. The schedule was arranged in such a way that seasonal departments were not handicapped by an inadequate staff. Of course, these holidays—unlike the regular summer holidays—were without pay.

By this method, the firm is able to cut down its overhead expenses on salaries a good deal during the year. It represents a considerable saving where there is a store with many departments in it. At the same time, the sales' organization is entirely satisfied with this method. And that is a good deal to be thought of these days. They not only feel that they are doing something to help their employer meet a perplexing problem, but they feel that they are making a slight sacrifice that helps another keep his or her job during the twelve months of the year. They are getting a rest that does not hurt them. They put extra "ginger" into their efforts when they come back from their week's rest. The plan seems to be a good one because it does all that it is intended to do—cuts down overhead and maintains the efficiency and morale of the entire sales' organization.

BELLEVILLE MERCHANT GENEROUS TO CHARITIES

Belleville, Jan. 12—Thomas Ritchie, a Belleville merchant, who died some weeks ago, left an estate valued at $126,547, from which he made unusually large bequests to charity.

The sum of $40,000 is given to the Women's Christian Association to erect a nurses' home in connection with the local hospital, and $20,000 to extend the work of the hospital; $15,000 to the Children's Aid Society; $10,000 to Albert College; $12,000 to the city for playgrounds; and $100 each to twelve employes, and part of the residue to the aforementioned charities.

Gives Full Account of Stewardship

President R. F. Fitzpatrick Reviews Work of The Executive of Clothing Section of R. M. A. at Annual Convention—Says Year Has Been One of Liquidation of Stocks—The Matter of Taxation Recalled—Various Matters Dealt With Helped Retailers All Over Province

IN OPENING the convention of the Clothing Section of the Retail Merchants' Association held at the King Edward Hotel on February 14th and 15th, President R. F. Fitzpatrick gave an account of the stewardship of the executive during the year. He spoke as folows:—

Gentlemen:

As president of your association it is my privilege this morning to welcome you here to take part in the deliberations of our convention, which is the third in the history of our association. Toronto because of its central location, has been favored with all three conventions and we appreciate the honor. It was, however, particularly desirable to meet here this year in conjunction with the textile manufacturers who are staging an exhibition of their products which is really a credit to their different associations.

Liquidated Stocks

These firms who are associated in the manufacture of Canadian-made products are desirous of demonstrating to the trade the high standard of quality and style of their goods and they have spared no expense, as you have seen, in displaying their merchandise on this entire floor for our inspection. Eighty-five firms are co-operating in this great undertaking which promises to reach very large proportions in years to come and it is up to us as retailers to make the most of this opportunity to visit the different exhibits and obtain first-hand information as to the styles and fabrics that will be worn during the coming seasons. A year ago the average retail merchant was not so interested as he is to-day. We all had heavy stocks and we were not in a position to buy largely, but from all reports it has been a year of liquidation of surplus stocks—winter overcoat business in the majority of towns and cities was extremely good and very few of these garments will be carried over with the result that the majority of merchants find themselves in a position to go out and do their regular placing for fall merchandise which will necessitate the factories running at full speed to cope with the demand. This is our contribution to this great co-operative plan inaugurated by the advisory committee to the government on unemployment on which I have had the honor to represent you during the past eight months. That committee felt that the only sane way to deal with unemployment was through normal channels. It simply means that if business generally is to get back to normal within a reasonable length of time all branches of trade and industry must co-operate; labor must co-operate by giving greater production or by taking a reduction in wages; wholesalers and manufacturers must co-operate by marketing their product at the lowest possible cost; banks and financial institutions must co-operate by lending money more freely and at a moderate rate of interest and which is, perhaps, most important; banks, insurance companies' corporations, firms and individuals can co-operate by going ahead with their building plans in 1922 that have been held up indefinitely owing to excessive costs of building materials. We all feel satisfied that prices in the majority of cases are down now to a reasonable basis, particularly so, in regard to most lines of retail merchandise. Good clothing can be bought to-day at fifty per cent. less than the peak price of 1920. The retail merchants of this province and in the whole Dominion acted very wisely by taking their losses and reducing their stocks to a minimum and have been rewarded by increased buying on the part of the public. You can easily see the ultimate effect of this co-operative movement and I personally feel the government was justified in granting an appropriation to carry on their recent advertising campaign which clearly showed us our responsibilities as citizens of this great province. It has helped to restore confidence in the minds of the public and point out to them that they too, had a duty to perform by buying their normal requirements now, thus creating a fresh demand for manufactured articles which would ultimately start the wheels of industry turning.

The clothing and mens' furnishing branch of the Retail Merchants' Association is one of the most active in this Province, and through our most energetic secretary, W. C. Miller, much needed legislation has been brought about in the interests of the association.

I should like to refer for a moment to a few of the more general activities in which your executive has been engaged during the past year:

Matter of Taxation

A matter that came up early in the year was that of taxation. Our association appointed representatives to present their views at a joint meeting of wholesalers, manufacturers and retailers held at the Prince George Hotel, Toronto, and so well was the retail point of view presented at this meeting which was held at the suggestion of the Ottawa Government that our point of view was carried in respect to the collection of the Sales Tax. There was a concerted effort made to shoulder the retail trade of this country with the responsibility of collecting this tax. It would have meant that two hundred thousand retailers in Canada would have been put to vast inconveniences and expense in collecting this tax instead of collecting it by the simple system that was adopted largely through the efforts of our association in conjunction with other branches of the retail trade.

Underwear

Let me say that one of the earliest difficulties that came before us was the result of over-loaded stocks of underwear, and the price-cutting on certain branded lines. After retailers had been supplied with their full stocks for the winter of 1920-21, radical cuts in prices were made by certain manufacturers in Canada. This action caused serious losses all over the country. Then again, price-cutting on branded lines has always been an evil. A prominent Ontario retailer asked the executive to take the matter in hand with a view to securing a fairer price that would guarantee a fair profit. The executive felt that a suggested retail price would ultimately weed out the price-cutter, and they sought an assurance from manufacturers that they would co-operate with the organized clothiers and furnishers before fixing this suggested price for next season. Assurance from one of Canada's leading manufacturers of underwear that this concession will be granted has been practically received and I think the retail trade will shortly see the end of a difficulty that has been confronting them for some years back.

Price of Collars

Many complaints reached us early in the year regarding the price of collars. Retailers said they could not make a fair profit on the price charged by Canadian manufacturers. We immediately took the matter up with the different manufacturers and in a short time, as you all know, the price was reduced and a fairer margin of profit allowed the retailer.

Four Season Buying.

An important matter handed to us by the retiring executive of last year was that of the four season buying plan. Our esteemed friend and past president, Mr. Ed. Mack, was sponsor of this movement. Following his address at the last convention of Ontario clothiers, we sent out a questionnaire on the matter; we conferred with manufacturers both here and in Montreal, and we urged upon retailers the advisability of careful buying during the year so that stocks might be reduced and the retail shelves cleared for the in-coming merchandise at the lower prices. I believe I am right in saying that the agitation carried on by your executive has had beneficial results. Stocks to-day are very clean and the retailer in a much better position to carry on his business during the present year than he was at the beginning of 1921.

Manufacturers Selling Retail.

An outstanding and vexatious evil in the trade for many years has been the practice of clothing manufacturers to sell retail, thus coming into conflict with legi-

(Continued on page 32)

"Up to Standard Not Down to Price"

W. Thow Munro, Chairman of Scottish Woollen Trade Mark Association Delegation Outlines Objects of Association And Their American Visit—Visitors Given Complimentary Banquet by Canadian National Newspapers and Periodicals Association at King Edward Hotel

WHAT the Scottish Woollen Trade Mark Association have in view in sending representatives of their membership on a tour through Canada and the United States was told by their chairman, Thow Munro, of Munro & Co., Ltd., Edinburgh, at a complimentary banquet tendered the delegates at the King Edward Hotel on January 27th, by the Canadian National Newspapers and Periodicals Association. This delegation has been on this side of the water for several weeks and at this banquet met representative members of manufacturing, wholesale and retail organizations of Toronto. In the absence of the president of the C. N.N. & P.A., H.T. Hunter, vice-president, occupied the chair. In a few introductory remarks he pointed out that the objects of the two associations were the same—to create a certain standard to which members must subscribe before they were eligible to membership in the association. He regretted that their tour in Canada did not take in many of the smaller and more representative sections of the country where there were towns of three to five thousand people and where the volume of business done reflected very well the general prosperity of the country as a whole.

Visit Will Do Good

"I believe your visit to this country will have some effect," said Mr. Hunter, "on the men who are handling your goods. In handling them, they will associate your personalities with these goods that they are handling. I think it is an advance step in business methods that you have gone to the trouble and expense to make a tour of this country for the sake of protecting the name you have so carefully made for yourselves as manufacturers of woollens."

W. Thow Munro

The chairman of the delegation, W. Thow Munro, after referring in grateful terms to the hospitality with which the delegation had been met since arriving on this side of the water, proceeded to outline the aims and objects which they had in view in making this trip to America. The Scotch trade, he said, was a trade with a great deal of tradition behind it. They all had a great pride in that tradition and they now had a reputation for producing a very high class and quality of goods. In their activities, they had stretched out into the far corners of the earth, but perhaps they had spent too much of their time in the manufacturing end of it and not enough on the men who actually sell their product. The time had come when they realized that this must now be done.

Reading from left to right, front row—Robert S. Hayward, G. W. Gray, Mrs. Hayward, C. J. Glenny, Gilbert Patterson, Jr., W. Thow Munro, Robert Sim and Mrs. Sim.
Behind—F. H. Bisset.
Rear—George Rae, Robert Christie, Robert White, A. J. Sanderson, Tom Ballantyne, W. R. Ovens, Geo. A. Hunter.

—Photo by the "International" New York.

It was the object of the delegation, he said, to find out the exact needs of the Canadian trade and to do so they believed it was far better for them to come here than to find out by correspondence. He felt that the visit of such a delegation would do good. The Scotch trade for the moment may seem dark and gloomy and uncertain and it was difficult to discern the outcome of the slump that had hit them. But so far as this trade was concerned, he believed they had seen the turn of the road and they were around the corner. He would not deny that there were difficult times ahead but felt sure that they had finally reached a stable basis.

Suffered from Imitation

The Scotch woollen trade, continued the speaker, has suffered a good deal from imitations that had been put on the market. Thousands of yards of materials were sold as Scotch tweeds that were not even made in Scotland. This association has been formed for the purpose of protecting the good name of Scottish woollen manufacturers and while they were not sure that they could overcome this evil altogether, believed that the greater part of it would be stamped out. "We are not going to tamper with any quality," said Mr. Munro. "We are going to keep up our standards. We have been told that if we would only make something a little cheaper we would do better in this country but I think the English manufacturer has made a mistake in working down to price rather than up to standards. No sane man can meet the competition of some of the firms that have made a settlement and are throwing goods upon the market far below their economic

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Eliminating Lateness in Store Life

The Time Clock Is A Faithful Recorder, As Faithful To The Prompt As To Those Who Are Not—Imposing A Fine For Lateness And How It Worked—Fines Paid By Half Of The Members Of The Organization—A Prize To The Punctual Worth Having

THERE are many clerks who regard the "time clock" as a rigorous schoolmaster whose dismissal by those in authority would not be received with any perceptible evidence of regret. This time clock has the most unpleasant way of always telling the exact truth about their "comings" and "goings." If they are ten, fifteen or twenty minutes late in the morning or after luncheon, the fact is recorded as inexorably as fate itself carries out the will of destiny. There is no escape from its moving hand; its records are exact to the second, and they come before the firm's executive once a week as sure as pay-day arrives.

Also Records the Good

But, like all other faithful chroniclers of events as they move across the stage of life, this time clock also records the good deeds of those whose actions are traced by a moving hand. A clerk who is on time twelve or thirteen times a week is not overlooked any more than the one who is late that number of times. The faithfulness of the clock's record is not divided. And this record, at the end of the week, is also noted by the executive in charge of the making up of the pay envelope. It is also marked by the efficiency branch of the firm; punctuality in the discharge of one's duty is, perhaps, the first step on the ladder of success.

The Firm's Right

We know of a certain firm in Ontario which believed—like many another firm, no doubt—that it had the right to expect the members of the sales' force to be reasonably punctual at their work. Not many of them were dependent upon a street car service to get to their work and, barring accidents or sickness, there was no reason why they should not adhere strictly to their prescribed hours. Yet, a certain carelessness crept in. It was noted that certain men were habitually late—members who had been with the firm for some years. Naturally, such members are regarded by newcomers to the sales' organization as "stalwarts" of the firm and their actions are taken to reflect the spirit of the firm in many matters. The executives of the firm thought the time had come to take action in the matter and to "jerk up," so to speak, some of the members who were taking too great liberties with the time clock and getting away with it without any objections from the firm.

It was decided to impose a fine for lateness. The firm did not wish to make anything out of this unfortunate habit of some of its salespersons and, therefore, did not decide to deduct this fine from their pay envelope. The staff have a flower and sick committee and it was decided to turn over the fines to this committee to do with it as they pleased. Each member of the staff was allowed to be late once a week; that might happen to the most punctual person in the world and the firm was willing to give the members of the staff the benefit of any doubt. But after that the following schedule of fines was arranged:—

Second time late 10 cents.
Third time late 20 cents.
Fourth time late 40 cents.
Fifth time late 80 cents.
Sixth time late $1.60
Seventh time late $3.20
Eighth time late $6.40.

How it Has Worked

This scheme was started by this firm late in the year 1920. After it had been thoroughly explained to the members of the staff, the official date for the commencement of the plan was announced. It came into operation shortly before Christmas of that year. For the first week, the firm decided to be generous rather than strictly just and in the pay envelope simply enclosed a little statement telling each member of the staff how it would have worked out in their particular case. One member was told that her fines for the week would amount to $6.40. But after this one week of grace, the plan has worked out, good or bad for the member of the staff, as the case may be.

It has decidedly improved this habit of lateness that was so apparent before the plan was adopted. A little bit of rivalry has been engendered between all the sales-persons and there is a disposition on the part of those who are habitually on time to criticize those who are habitually late. The fines during the last year amounted to about $75.00, all of which was handed over to the Sick Committee and administered by them as they saw fit. It is noted that the fines are paid by only about half of the members of the staff—these are the real offenders of the law.

To The Good

But while there is a penalty attached to an infraction of this store regulation, there is also a prize to the faithful. The firm has not overlooked the member or members of the staff who are habitually on time at their work. To the person whose record is clean over a given period an extra week's holiday is given with full pay. The records of the store go to show that this coveted prize has been won by members of the staff.

"It has been the best thing of its kind I have ever got hold of," said the head of the firm to Men's Wear Review in summing it up, after he had thoroughly outlined the plan for us.

New garment shown by the Monarch Knitting Co., Ltd. This coat is so fulled that the weave is not seen at all and it may be used either as an out-door coat or a house coat

---

Fred Farmer, for many years a merchant tailor of Claremont, dropped dead on his way home from the Post Office on February 6th. He came to Claremont forty-five years ago from England.

A convention lasting one week was held by the salesmen of the W. E. Sanford Mfg. Co. in Hamilton, Ont. Salesmen of the firm from Prince Edward Island to Vancouver were present.

Frank R. Newberry, a former furnishings man of Hamilton, dropped dead on his way home on January 23rd. He gave up the men's furnishings business ten years ago to take the agency for the Cadillac motor car.

Delegate Says Conditions Improve

F. H. Bisset, Secretary of Scottish Woollen Trade Mark Association, Outlines Conditions in Woollen Industry—Says Scottish Mills Now Running 60 Per Cent. Capacity—Serious Losses Have Been Taken on Account of Cancellations—Promoting Trade In Canada

THE VISIT of the seventeen Scottish woollen manufacturers to Canada and the United States for the purpose of investigating these markets on behalf of the Scottish Woollen Trade Mark Association, which they represent officially, has been duly announced in the press in both countries The object of the visit of this delegation was in reality for a still greater purpose, namely, to promote more cordial relations between the Old Country and the two great nations on this side of the Atlantic as well as to study the needs of the various markets in order to increase the volume of business in seasons to come.

The scope of the Scottish Woollen Trademark Association is well known, comprising as it does 80 per cent. of the woollen and worsted trade in Scotland, and including 35 manufacturers and 5 important yarn spinners.

British manufacturers have suffered severely from imitators in recent years, and one of the purposes of the delegation is to familiarize buyers on this side with the trade-mark stamped on all cloth manufactured by members of the association. Cloth thus marked is guaranteed "Made in Scotland of Pure New Wool."

Conditions Improved

In discussing the present situation in the Scotch trade with a staff member of Men's Wear Review, the Secretary, F. H. Bisset, pointed out that conditions have materially improved since last May and mills are now running about 60 per cent capacity. Wool prices and labor rates appear stabilized and two wage cuts have been made. British woollen manufacturers suuffered more than American producers because over 75 per cent. of their goods are taken by export trade, and the home market never consumes more than 50 per cent of the product. Though few losses were sustained in this country, many merchants lost heavily in South America and other markets where their liabilities were much heavier than those of American houses. British mills were also caught by the slump while at full production, and manufacturers and merchants were loaded with large stocks bought at high prices, whereas American mills had their depression between seasons and the curtailed production resulted in the rapid improvement at the beginning of the year. There have been no failures among the large woollen mills and few of importance in the jobbing trade in Great Britain.

Due to the large export trade British warehousemen and jobbers had large amounts in frozen credits outstanding, besides being compelled to carry over the clothing manufacturers who got into difficulties. Mills are compelled to grant long extensions to merchants and are themselves being carried by banks. An example of difficulties in export trade is the situation of one large firm of jobbers which had £800,000 in cancellations from South America. The result of all this is to restrict working capital available for new operations.

Orders during the year from Australia and New Zealand have been excellent and Japan has also bought large quantities for shipment to China. Good business was also done with United States early in 1921. British manufacturers like Americans, are at present shut out of Germany and Austria by the rate of exchange.

"The brightest spot of the year," concluded Mr. Bisset, "was the woollen hosiery trade, which has greatly aided in stabilizing raw wool prices due to unusually large consumptions. Mills are running full time and are booked up to the end of next May."

The delegation arrived in New York on January 10th last and since that time have been in Philadelphia, Washington, Boston, etc., in the States, as well as in Montreal, Toronto, Hamilton, Niagara in Canada. The trip concluded by a visit to Rochester, Cleveland and Chicago while the party sailed from New York on February 14th for home. During their stay in Montreal the party were entertained by the Canadian Association of British Manufacturers and the Montreal Board of Trade as well as the Association of British agents and His Majesty's Senior Trade Commissioner, Mr. Milne.

During the course of the dinner tendered to the delegates by the Association of British Agents in Montreal, W. Thow Munro, the Chairman gave an address which was listened to with unusual interest.

Mr. Munro said that the two main purposes of the delegation in Canada were to become acquainted with business men, and to become acquainted with trade conditions here. He thought it most important that business men from both sides of the Atlantic were getting to know each other more intimately.

"We are, no doubt, insular," said Mr. Munro, "and posibly a little egotistical; and for these reasons we have probably suffered from insufficiency in supplying the foreign markets. I maintain, however, that the greatest factor in selling is trust in the seller, and I would a thousand times rather be regarded as slow and insular, than not maintain that reputation for integrity which the British business man enjoys."

John H. Shaw, one of the original founders of the British Agents' Association, outlined the work performed by that body during the twenty years of its existence. It was felt that such an institution was necessary on account of the absurd jealousies then rampant among the agents representing British firms in this country. They were now, he said, in close touch with each other, and were able, through concerted action to deal with laws considered unjust or not in the interests of inter-Empire trade. He instanced several cases where the association had protested in this manner, and obtained concessions which had been a great benefit to general trade. In one case—that of the Banking Act—he said that the association had not been successful in its attempts at amending this law. He thought that the shipper of goods should have the priority of right of payment, and that the hypothecation of goods by the banks was not a fair measure.

Black Eye to Credit

"It is no good mincing matters," said the speaker, "there are some of our laws which give a great big black eye to Canada's credit."

F. H. Bisset, secetary of the Scottish delegation, in a witty speech, said that the clothing industry, which his group was representing, was as necessary as food—even though the opposite sex seemed doubtful about it just now. He was glad to be among countrymen after two strenuous weeks in the United States, but he felt that good relations between all the English-speaking peoples were essential to the trade and the civilization of the world.

Brief addresses were made by Mr. G. T. Milne, H. M. senior trade commissioner in Canada; Messrs. C. J. Glenny and J. Laffoley, president of the Dry Goods Association of Montreal. The arrangements were in the hands of J Hugh Peattie, honorary secretary of the British Agents' Association. Mr W. M. Capper presided.

The Delegates

The delegation is composed of the following:

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Unique Store in Historic Spot

Dorval & Frere of the "Main," Montreal, Find Business Exceedingly Good During The Spring and Summer Months—Six Other Men's Wear Stores In the Same Block—Have Handsome Store Fronts And Are Careful Of Display—Don't Use Printers' Ink Because Customers Can't Read

MOST retailers of men's wear are of the opinion that the Fall and Winter months are by far the most profitable of the year and they accept the inevitable sluggishness of summer with resignation born of habit. It was, in consequence, a distinct surprise to Men's Wear Review to come across a retailer who held the opposite view. In an interview recently with the head of the firm in question, Major Dorval, of Dorval & Frere of Montreal, quite an interesting sidelight was thrown upon the question of seasonable trade.

"The Spring and Summer months are extremely busy with us, and the Fall and Winter business is also quite satisfactory, but the former seasons surpass the rest of the year in point of volume of trade done. This is simple to explain, however, because it must be understood that our location is the secret of the whole matter. You have noticed perhaps, that there are nearly half a dozen men's wear stores in this block and you may have wondered how we all manage to get any business competing against one another this way. It's quite simple, although rather unusual, I believe, in the annals of the trade."

Historical Location

In order to explain the nature of his business more clearly, Major Dorval first of all pointed out the fact that he was located on that old and famous thoroughfare named by Montrealers as the "Main" but known to strangers by its grandiloquent title of St. Lawrence Boulevard. This street runs practically from the harbour front, right through the heart of Montreal, up to the eastern slopes of the Mountain and beyond. This thoroughfare dates back over 300 years and as all growth and development of the port of Montreal originated from its waterfront, naturally, the densest population and largest variety of business centred about the "Main" as this principal street became entitled. Together with the seafaring element also there was established an important public market to which twice a week the country people for miles around Montreal came to sell their produce, and thus the locality near the Main became celebrated for its market, known abroad as the Bonsecours. The appointed days for the market are Tuesdays and Fridays, and on these days the stores in the vicinity reap a rich harvest from the farmers who dispose of their products successfully and desire to purchase the wherewithal to clothe their families.

No Women Customers

"Everybody comes up here," continued Major Dorval, "but it is entirely a man's trade. Never a woman enters our stores in this block. Some say it is a rough district and the women will not come for that reason, but I attribute it to the fact that this is the district of purely transient business, that is to say, men go and come continually who are here to-day and gone to-morrow, and although I have been in business for years in this spot, yet I never recognize a customer as having called before. There are sailors from every country, farmers, and every sort of itinerant tradesman. Generally they do not speak English or French but manage to make their wants known in the best way they can. By keeping all my goods out in an accessible position they are almost always enabled to point to the thing they want and then I can judge their requirements myself."

Competition An Advantage

Asked whether so many stores dealing in men's wear in the same block was not a disadvantage, Major Dorval replied in the negative. "Even if there were a million dollars' worth of stock in any one store, the owner could not satisfy everybody," he explained. "The class of trade we cater to wants value for its cash and will go from shop to shop until the right price is found. So, generally, we secure the benefit of this tendency to thrift as we are located farther up in the block. We sell enormous quantities of underwear all the time, especially the heavier sorts, and this one is of our leading lines. Good, plain, heavy wool undergarments made in Canada are exceedingly popular. Collars, especially the celluloid or washable varieties are another much wanted article. We have to consider value, warmth or service rather than novelty or style, you see."

The Spring and Summer naturally are the busy months for the reason that the market is then in full swing, the harbour is again open, and all kinds of business temporarily suspended during the cold Winter months is again resumed. The ordinary store considers Easter and Spring as the culminating point of the winter's business, but down in this cosmopolitan corner of Montreal, it means the end of the quiet season and the beginning of "the Summer rush."

Window Display Attracts

It should not be taken for granted that these stores which cater to the working class and transients who may never call again, are lacking in the usual forms of service such as modern equipment, good display work, etc. On the contrary, it is said that the greater part of this trade is captured by reason of the fact that the store fronts are imposing and even handsome in appearance, the displays are striking and the interiors are elaborate to the point of luxury. Every one of the stores along this block of the Main are equipped with splendid window fronts, behind which displays of merchandise are arranged with unusual care. It is a characteristic of this locality that all windows are dressed alike to a great extent, for the reason that transient trade likes to see everything in the window at once and cares nothing for the unit display that ranks as art nowadays. Consequently, the majority of windows will feature row upon row of soft collars, for example, with shirts piled in neat heaps below, gloves forming a border around the sides of the window, and hosiery placed wherever there is a corner left. Yet all this is done in such a manner as to convey a rather pleasing impression of regularity, symmetry and precision that does not confuse the eye and the mind, but rather aids selection. Price tags naturally are very prominent, and are uniform, neat and clearly marked, and much care is used to ensure their being placed in proper positions.

In the case of Major Dorval's store, the arrangement of the stock calls for no little praise. No clothing is carried but every possible sort of furnishings which could be wanted by the seafaring man or the farmer is displayed. Much of the goods are placed out on the counters in neat piles, plainly priced, so that customers may handle if they like and judge qualities. Socks are thus featured all over the store, in piles at different prices.

Printers' Ink No Use Here

Sales are held from time to time, but no attempt is made to feature the store by means of publicity for the reason that few of the customers read papers and the majority only purchase when they absolutely require merchandise.

Major Dorval was formerly attached to the 22nd Battalion and saw protracted service overseas. He took over the present store upon his return from the front three years ago, and has proceeded to make a success of his business, while at the same time, he has a share in managing another store in the north of Montreal.

FINE QUALITY WOOL MADE IN BRITISH COLUMBIA

The statement has been made that clothing of the finest quality is now being manufactured in the city of Vancouver from cloth woven in mills in the British Columbia wool.

During the past year, upwards of 21,000 sheep were clipped for this industry alone.

In addition to making clothes of fine material, rougher qualities of materials are being utilized in the manufacture of mackintoshes and overalls for lumbermen.

The Merchant Tailors of America have decided that cuffs on trousere must be abandoned "except for country wear." And in the country they gather up so much sand and dirt that no one will want to wear them.

Hints on Retailing Hosiery

Knowledge of Basic Conditions Affecting Industry is First Step in Successful Salesmanship—Customers' Wants Must be Carefully Analyzed—Table Showing Sales of Hosiery—Selling More Hosiery

THE SELLING of hosiery is a subject which receives much less attention by the retailer than should be the case, partly because salesmen are very rarely enthusiastic about this line of merchandise and also because there never seems to be any data available regarding the selling points of the different lines of silk, wool, lisle or cotton hose.

Men's hosiery is made in a great variety of fabrics among which should be included cotton, lisle, silk, cashmere, wool, cotton and silk mixed, lisle and cotton mixed, silk and lisle, wool and silk, silk faced, cashmere and lisle and wool and lisle mixed. This list of course covers the entire field, which is rarely attempted by the average retailer, who confines his stock to the four primary lines mentioned above, but many of the mixtures are becoming yearly more and more popular for the reason that they provide a smart appearance at a low price.

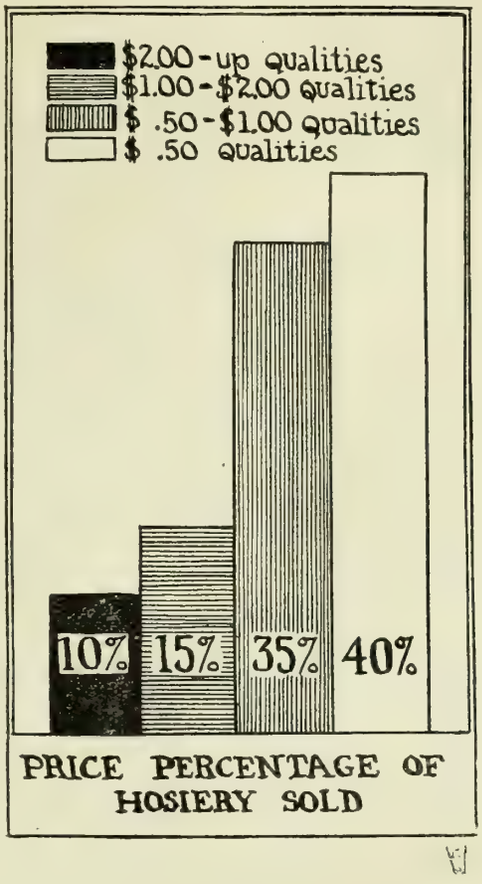
The First Step

The salesman who intends to make a real success of his work will do well to ascertain what these materials really are and how they are made, which can be readily done by anyone who has access to an encyclopedia or a library. Although this information is fairly technical in character yet it does no harm to mention and takes little or no time to secure, and in the final analysis may win for the store a reputation of knowing all there is to know about hosiery.

The further the student goes into the subject of hosiery selling, the more he will find that practically all his success hinges upon just how much he knows about these basic commodities for there are plenty of cranks at large who pride themselves on their knowledge of the proper kinds of hosiery to wear if you suffer from tender feet, chilblains, perspiring soles, etc. So, after the resolution is made to study the subject of hosiery selling, the very first thing to do next is study the stock carried, in order to familiarize yourself with its entire range of possibilities. Even a small store is obliged to carry quite a range of weights and sizes in order to meet the demands of the various types of men who drop in. Usually however, the clerk lets a valuable opportunity slip past him because he is content to sell one or two pairs of hose at a time instead of pushing twice or three times this quantity.

Study Customer's Wants

Occasionally a salesman wakes up to the possibilities latent in his hosiery section and takes an enthusiastic pride in keepng it perfectly arranged and



stocked in a wide variety of merchandise. Such a man is aware that customers usually have a reason for their individual preferences and he soon finds out that some cannot wear silk hosiery under any circumstances while others dislike all black and prefer light colored hose, etc. Every man is a law to himself in the matter of selection and he rarely desires interference in making a choice. However, if the salesman is fortunate enough to glean any tips from the customer relative to his foot troubles, he becomes possessed of a valuable opportunity to make that customer a permanent friend. To get right down to the fundamentals of why certain types of hosiery are best for certain feet, it would be advisable to consult a doctor or a chiropodist who will give you a classification of men's feet and recommend for you a list of different materials which are helpful in cases of foot trouble. The list of ills to which the human foot is heir is a lengthy one, but practically everyone suffers from one form or another which can be quickly alleviated by the use of proper hosiery. The man who suffers with cold feet, needs wool or cashmere hose while the man whose feet perspire should try lisle hose. Many men are wearing shoes which impede circulation without knowing it and consequently are victims of corns and chilblains. A half size larger will quickly remedy matters permitting the sufferer to wear heavier hose for added warmth if desired.

Careful Sizing Necessary in Hosiery

Another very important point to study is correct sizing in the hosiery itself. Sizing has become largely a matter of standardization in all the leading manufacturing plants to-day but now and again it happens that a certain line runs small, while another is apt to be a fraction of a degree larger for the same size. Hosiery that is too small, as well as its opposite, wears out quicker than hosiery which fits correctly, and leads to returns and dissatisfaction on the part of the purchaser. Badly fitted shoes, of course, have a great deal to do with the wearing out of hose, and it cannot be emphasized too strongly that the first need is to instruct the customer in his correct size in hosiery, pointing out as well that his type of foot would be best in a broad toe, or rounded shoe as the case might be. Men who persist in wearing a half size too large will inevitably suffer from foot trouble; it is safer to advise a lighter weight variety rather than incur displeasure by telling the straight truth.

How Hosiery Sells on Average

The chart shown on this page illustrates the percentage of hose sold in each of four price categories, ranging from a minimum basis of 50 cents retail to $2.00 a pair and upwards. These groups are rated by a leading Montreal haberdasher in the following order:

1. About 40 per cent. of hosiery business is done on merchandise costing up to 50 cents.
2. About 35 per cent. of hosiery business is done on merchandise costing up to $1.00.
3. About 15 per cent. of hosiery business is done on merchandise costing up to $2.00.
4. About 10 per cent. of hosiery business is done on merchandise costing above $2.00.

It would be a good plan for the sales clerk to find out just how much of each group of cotton, lisle, silk and wool hose is sold in the store throughout the year, in order to ascertain which is the "best seller" and indirectly to discover which lines are not selling quickly. It will not then be difficult to find out why the latter are falling off nor what the remedy is. It should not be overlooked that certain lines of hosiery show a larger net profit than others and these consequently deserve greater attention than less profitable lines.

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Facing The Issues

A DELEGATION representing the Scottish Woolen Trade Mark Assn. has been touring Canada and the U. S. We take for granted that they had in view other matters than a pleasant time; in other words, they came to this country—and quite properly so—to improve their business associations and, if possible, to create new business connections. We are sure that anything that tends to a greater development of trade within the Empire meets with the approval of the vast majority of Canadian business men. These representatives of the best woolen manufacturers of Scotland came to spy out the land, to get a close-up view of the business situation, and to see what could be done to create a bigger market for their merchandise.

There are certain fundamental facts to be considered, looking at this whole question through the eyes of the Canadian retailer. For, in the last analysis it is the Canadian retailer who has to be convinced of the wisdom of purchasing a certain brand of merchandise, whether it be Scottish tweeds or anything else, before a successful effort can be made to develop a market for that particular brand of merchandise which an association of manufacturers may think desirable. The retailer must be thoroughly sold before he, in turn, can sell either in piece goods or the finished garment the product of a manufacturer. And to be sold thoroughly involves quality and price first, with other considerations following in order of their importance. Scottish woolen manufacturers have keen competitors in the Canadian market, competitors of both domestic and foreign origin To better their condition in this market, therefore, they must be prepared to meet price with price and quality with quality.

These delegates, we assume, are thoroughly convinced of the superiority of Scotch tweeds. Their salesmen who enter the wholesale houses in this country are probably possessed of the greater part of the information necessary to carry this same conviction to their immediate customers. And the travellers of the wholesale houses who handle many other lines as well, are, perhaps not as enthusiastic as the men whose names stand behind these goods. But what about the retailer, who after all, is the pivotal point of the whole matter? What education is he receiving relative to the merits of Scottish tweeds? Is he in possession of the necessary arguments that will convince the consumer that, while he pays more for a suit made of Scottish tweed, it will pay him to do so—and we assume that this is what these delegates honestly feel with regard to their merchandise.

If the Scottish woolen manufacturers are to widen their market in this country—and there is not the slightest reason in the world why they should not—the Canadian retailer is the man who must be thoroughly convinced of what the Scottish woolen manufacturers actually believe themselves.

Protecting a Name

ASIDE from the pleasure it has given many Canadians to meet and entertain delegates of the Scottish Woolen Trade Mark Association, their visit to this continent emphasizes a lesson that should not be lost to every dealer who depends upon the good will of the public—and who solicits that good will—for a living. The Association is composed of thirty-five members whose interests represent the bulk of the output of Scottish woolens that go into many countries of the earth. The object which the Association had in view in organizing was a simple one, but a very important one. It was merely to protect a name. Scottish woolens are known the world over for their superior quality. When the old adage is repeated that "imitation is the highest form of flattery," the whole ground is not covered. It can also be the means of doing harm. It has been so in the case of Scottish woolen manufacturers who have had to contend with a competition of imitation of their own wares, a competition that has done them a good deal of harm and has cast some shadows across a good name.

And so, this Association was formed merely to protect a name. And a name is worth protecting. And the thing that makes the name for a business man is his methods, the character of his business and the personal guarantee he places behind the merchandise he sells. As Lincoln said, you can fool all of the people some of the time and some of the people all of the time, but you can't fool all the people all the time. Advertising that does not stick strictly to the truth, sales that are not bona fide sales, shoddy that is sold as all wool, seconds that pass over the counter as first-class merchandise—these are the things that finally destroy the good name if persisted in. You can't fool all the people all the time and the dealer who is really anxious to make a name that will stand the test of time cannot afford to trifle with the most sacred thing he has—his name. A name is worth protecting. That is why the the Scottish Woolen Trade Mark Association visited this continent.

The President's Address

THE ANNUAL address of President Fitzpatrick is illuminating for the light it throws upon the activities of the executive during the past year. There are too many dealers who have the impression that this body does not function except at the formal conventions of the year; this is, perhaps, the reason they assign for not being members of the Association.

The matters which have been dealt with during the year and which are reviewed in the president's address show that valuable things have been done since the executive assumed the reigns of office. Evils that daily infest the trade all over the country have been attacked with vigor and some of them will soon pass into oblivion. The interests of the trade have not only been safeguarded but have been promoted during the past year.

Retiring R. M. A. President is Honored

B. W. Ziemann, President of the Ontario Branch of the Retail Merchants' Association, is Recipient of a Presentation on His Retirement at the Closing Session of the Annual Convention—The New Officers

TORONTO, Feb. 13.—Following the visit of the deputation of the executive of the Ontario Retail Merchants' Association to the office of the Hon. H. C. Nixon, provincial secretary, at the parliament buildings on Wednesday morning, the convention of the association was called together in the auditorium of the Prince George Hotel. President B. W. Ziemann was in the chair. Reference was made in last week's issue to the hearing before the Provincial Secretary and the various questions there brought up, were dealt with.

One of the Best Years

Opening the first regular session on Wednesday afternoon, Mr. Ziemann stated that 1921 had been one of the best years in the organization despite the fact that it had been a hard year for many retailers. He referred to the newspaper statements alleging that the retailers were responsible for holding up prices, stating that the buyers' strike did not bring down prices, but on the other hand brought about a disorganization of business, and that as a result retailers could not sell goods and so could not give business to wholesalers. In turn the manufacturer was forced to curtail with the resu't that unemployment resulted in a large measure.

"No one body can act alone in the commercial world," said Mr. Ziemann, "and what affects one affects every branch, and the worker, who is the ultimate consumer, is going to feel it just the same as the retailer, wholesaler and manufacturer. The people by this time have come to the conclusion that the retailer is not responsible for high prices and the retai'er cannot break away by himself from the situation. I venture to say that there is not a retailer who is not taking his loss day after day and not saying anything about it. We have had high priced goods on our shelves and the only way to take advantage of lower prices has been to clear out the old goods at any price and stock up on the new. This process has been general throughout the country and retailers are not in league to keep up prices. There are so many retailers, and all anxious to do business, that this competition regulates prices to a large extent. I believe we have reached the turning point in the road. I believe from now on we will find the people throughout the country are gaining confidence. We find that factories are beginning to operate more steadily than in the past year."

ONTARIO R.M.A. OFFICERS FOR 1922

The following officers were elected by the Ontario R.M.A. for the ensuing year: president, W. J. McCully, Stratford; first vice-president, Wilfred Hodgins, London; second vice-president, T. A. Sharp, Midland; third vice-president, R. A. Stephens, Ottawa; treasurer, D. W. Clark; secretary, W. C. Miller. Officers to the Dominion executive council, Henry Watters and R. A. Stephens, Ottawa; representatives on the National Exhibition Board, D. W. Clark and T. Bartram, Toronto; and auditor, W. S. Ball, Toronto.

Increased Membership

Secretary Miller's report showed a total of 3,995 members, a net increase of 685 for the past year. He briefly reviewed legislative matters taken up during the year including the eight hour day, transient traders, motor vehicles, amendments to minimum wage law, female help, damage to stores from riots, trade section meetings, auto dealers' delegation to Ottawa concerning the tax on automobiles, etc. In regard to this latter matter he stated that the manufacturers had agreed to absorb 50% of the tax which was demanded by the Government from dealers on cars in stock at time of application, but the adjustment had not been satisfactory and a full refund of the amount was asked. Concerning the minimum wage regulations Mr. Miller pointed out that in most cases the wages paid by retailers are higher than the minimum wage suggested.

His report showed that five new trade sections had been organized in Toronto in the year. Assessment matters were also being taken up and it was stated that in future more care would be exercised in assessing retai'ers' properties. The help which the association had been to merchants in connection with the Income Tax was also dealt with, it being pointed out that whereas some merchants had been penalized $50 for laxity in making returns, representations had been made and this fine reduced to $10 in most cases.

The report of the Treasurer, D. C. Clark, showed a very substantial balance on hand.

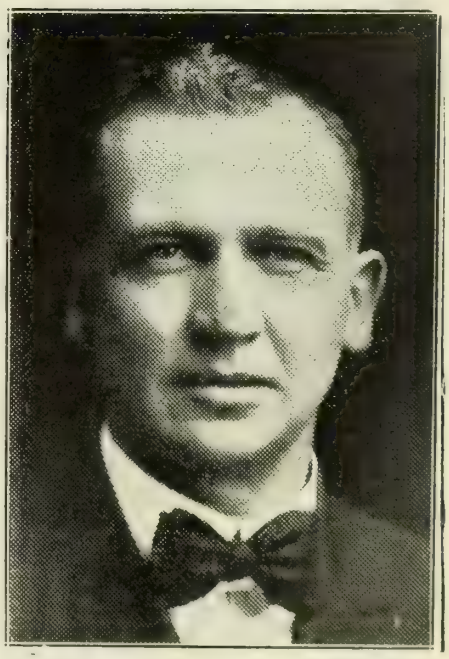
Henry Watters, Dominion treasurer, speaking for E. M. Trowern, Dominion secretary, pointed out that it was the plan to appoint provincial advisory committees to bring pressure on the Dominion Government in connection with national problems. He stated that an assistant secretary had been appointed on the Dominion Board for the purpose of keeping in close touch with various Government departments.

Govt. Should Pay Inspection Fees

Referring to the fees charged for the inspection of weights and measures, he

(Continued on page 27)

B. W. ZIEMANN
Of Preston, who has retired from the presidency of the Ontario R. M. A.



W. J. McCULLY
Of Stratford, Ont., who is the new president of the Ontario Retail Merchants' Association

Equipment De Luxe In Store

Dorval & Co. of Montreal Have Installed About $10,000 Worth and Believe They Have Invested Wisely—Attractive Setting For The Goods, Careful Method of Handling, System That Encourages Expedition

IT HAS BEEN said that equipment in men's stores has advanced to a greater degree than in any other line of trade. Certainly the effect of a completely modern and attractively equipped men's store conveys an atmosphere of distinction and dignity seldom achieved in any other line of business. It is usual to find stores thus equipped situated in the heart of the busy shopping or business districts and conversely, it is very unusual to discover them in the out of the way residential parts of a city. However, just such a store made its debut early in 1921 on the cosmopolitan thoroughfare of Montreal known as Mount Royal Avenue East, one of the important traffic arteries of the northern section of the city, and is known to the trade by the name of one of the proprietors, as Dorval & Company.

Expediting Service

One would travel far to find anything more attractive, complete, and in every way abreast of the times than is this new store, the equipment of which as a means of storing goods, of displaying their best qualities and enabling a prompt and efficient handling, has reached about the nth degree of completeness. The idea behind all this up-to-date scheme of furnishing has been the convenience and satisfaction of the customer—to display everything to its best advantage and to have everything on display. The old era of utilizing the original stock boxes as receptacles for goods is a thing of the past so far as this store is concerned. Service is demanded—rapid, prompt and efficient service, and the store is arranged with this idea in view. To please the patrons by an attractive stock perfectly displayed and a service as nearly faultless as may be in its efficiency, is the store's policy.

Tempt the Shopper to Linger

It is true that attractive surroundings have a drawing power of their own, a neat roomy store, that has about it something of a hospitable atmosphere, tempts the buyer to linger. No matter how willing or how attentive the staff of a store may be, if they are hampered by poor equipment, their efforts are in a great measure dissipated by poor display methods, and old fashioned systems of handling, so that it stands to reason they are doing business at a disadvantage.

In this respect every assistance that mechanical contrivances can give to the human element has been provided in this store. To begin with, there is ample room, the ground space being 75 x 23 feet in area. The ceilings and what is apparent of the walls are deep cream color while the woodwork and the show cases are of solid oak. A large quantity of plate glass is used for the silent salesmen which line the entire right hand side on which furnishings only are featured. To have the stock carefully arranged and protected from the dust all the time, yet always on display and readily accessible is the constant aim of the management.

Uniformity Prevails Throughout

Behind the display cases the wall is lined with row upon row of uniform stock cases, all made to correspond and covered in neutral colored canvas, with a name plate at the end to show the contents. Thus collars are arranged neatly and systematically first, each box bearing the name of the style within, together with the sizes carried. Each

Interior view of the well equipped men's wear store of Dorval and Co., Mt. Royal Avenue, East, Montreal. Note the upper row of glass cases for storing reserve stock at the left of the picture.

ow, glancing up and down vertically, bears one name only, the sizes ranging n the usual manner from the smaller above down to the largest below. Unlerneath the collar cases are found a ow of deep drawers in which the underwear is kept, likewise readily accessible. Still further down the store, the hosiery, shirts, etc., are located, each in its appointed series of neat canvas covered boxes. With the exception of some new neckwear and various odd small cases of jewelry, the tops of the glass cases are kept free from merchandise. In the rear is found the alteration and pressing rooms which are managed by Albert A. Roy, who has a half interest in the business. The latter also is justly proud of the extensive range of fine clothing which he displays in large and convenient wardrobes the entire length and height of the store. These wardrobes are double, that is to say, there are two rows, one being placed above the other. This creates an unusual effect, which many people might consider impractical, but as the upper wardrobes are used to hold reserve stock only, and merely fill space which otherwise would be entirely wasted, this idea proves in the end to be quite the reverse of impractical. Several small unit stands fill the centre of the store, dividing it into two aisles with decidedly good effect.

Fixtures Play an Important Role

Of course, no one will argue that fixtures are the making of any store. To do business on that basis would be an impossibility, but it may be urged that of all the material benefits that may be brought to the assistance of the personal element in salesmanship, three things are absolutely essential. These are, an attractive setting for the goods, a careful method of handling, and a system that encourages expeditious service.

According to the proprietors are fixtures in the store cost in the vicinity of $10,000 yet when it is remembered that such equipment shows off the goods to the very best advantage, and furthermore that merchandise which retails at a moderate figure looks infinitely better when displayed in a setting de luxe, as this undoubtedly is, justifiable excuse is apparent for so large an outlay. That these new show cases bring out the very best that is latent in the clothing or furnishings is a well known fact, and is one of the most cogent reasons in favor of the plan of employing up-to-date equipment in the store which caters to the masses.

"UP TO STANDARD NOT DOWN TO PRICE

(Continued from page 11)

cost of production. The business we do is in the very highest class of Scottish woollens and if the market is not ready for this kind of merchandise at the present time we will have to au revoir and come back again at a later date. We cannot come down to mass production first, because we are not in a position to do so; and second, because it is not in the blood to do so and with us that is the more important point." In conclusion, Mr. Munro referred to some of the difficulties they were experiencing in the different markets of the world.

Sir James Woods

Prior to Mr. Munro's reply to the various speakers of the afternoon, Sir James Woods, President of the Gordon MacKay Co., Ltd., Toronto, spoke on behalf of the wholesale Dry Goods Trade of Toronto. He said he was glad to welcome the delegation on behalf of the Dry Goods trade, particularly because of the relationships that existed between two parts of a great empire. He hoped this would not be the last delegation of business men from the old land to visit Canada to strengthen the hands of trade across seas. Referring to trade conditions, Sir James referred to the Fordney Bill that has recently been passed by the congress of the United States; during the last seven months, he said, there had been an alarming falling off in exports from Canada to the United States. The Motherland, on the other hand, was the one sure customer; but it could not be expected that we would receive a great deal of trade from there if we, in turn, did not trade more extensively with the United Kingdom.

"Your coming here in the prosecution of a campaign to protect a name," said Sir James, "is, along the lines of advertising, one of the best things I have ever known. You are building up to a standard and not coming down to a price. The fact that you will not allow any one to become a member of your association who does not agree to live up to a high standard is an assurance, I think, that your trade mark will not suffer."

T. W. Learie

T. W. Learie of the W. R. Johnston Co., Ltd., of Toronto spoke on behalf of the clothing manufacturers of the city and, in their name extended a welcome to the delegates. He highly commended the banding together of these Scottish manufacturers for the simple purpose of protecting a trade mark and all it meant to the quality of their merchandise. He felt that such a step would not fail to enlist the active interest of Canadian business men.

As an indication to the visitors of the extent of the Canadian clothing trade, Mr. Learie referred to some statistics that would be worth while their considering. In 1910, the investment in the clothing industry in Canada amounted to $16,350,000, and in 1919 it was $38,629,000. In 1910, they had manufactured goods to the value of $33,745,000 and in 1919, $70,498,000. Seventy per cent. of the clothing trade was the ready-to-wear in comparison with the tailor made clothes. In 1918, Canadian clothing manufacturers purchased in the raw material state $25,422,000 worth of goods while in 1919 it was $36,836,000, "We have a market here worth developing," said Mr. Learie.

John O'Connor

Speaking for the retail trade, John O'Connor of the Murray Kay, Co., Ltd., of Toronto, commended the traditional policy of the Scottish woollen manufacturer represented—that of giving 16 ounces to the pound and twenty shillings to the pound sterling.

He said that had been the policy of the firm he had the honor to represent for years. There was no other trade that had the hazards of the retail trade. He believed that to a very large degree the retail trade of this country was canducted on a very high plane. There had been propaganda that called the retailers profiteers but the fact remained that an investigation by Harvard University of 305 retail establishments in the United States and Canada of firms doing business ranging from a few thousand dollars to over $29,000,000 had shown that the average net profit on turnover was less than 5 per cent. "He has been cuffed about and put to sleep perhaps; and maybe when he wakes up he will be a giant force."

At the conclusion of the program a film was thrown upon the screen showing the manufacturing process of tweeds from the sheep's back to the finished article.

IMPORTANT CHANGE IN DIRECTORATE

Announcement is made of an important change in the directorate of the Van Allen Company of Montreal, manufacturers of shirts, collars, neckwear and underwear. This firm was established in 1868 and taken over in 1907 by the present owners under the presidency of Jas. Rodger. Mr. A. Hamilton Gault was then vice-president and the directors were Leslie H. Kault, S. H. Bethune, and V. de V. Dowker.

At the annual general meeting of the shareholders of the Van Allen Company held on the 29th of December last, the old board of directors retired and a new board composed as follows was elected:

President, V. de V. Dowker.

Vice-president, James Ramsey.

Directors, Thomas Allen, Lawrence H. Allen, J. H. McAfee.

Secretary-treasurer., W. H. Walkley.

The capital stock of the company has now been acquired by Mr. V. Dowker and four of his associates, and Mr. Dowker is president of the new company as well as manager. The business will be continued as heretofore, the products known as "Delpark," including silk neckwear, pyjamas, soft collars and shirts.

Suffocation, the result of inhaling a quantity of talcum powder, caused the death of Miriam Hendley, 8-months-old daughter of Charles J. Hendley, a teacher in the George Washington High School in Manhattan, Yonkers. Mrs. Hendley was powdering the baby after her bath when the little one seized the box of powder and upset the contents into her mouth. She choked and Mrs. Hendley called on Dr. Z. Waldron. The infant grew steadily worse and it was found that the powder had entered her lungs, clogging them and causing suffocation.

The Modern Store Must Have a Slogan

The Purpose of The Store Slogan—Derivation Goes Back To Gaelic War Cry—The Alliteration Not Always The Best Slogan —Types Used By Exclusive Stores—A Suggested List to Choose From

IF A MODERN Rip Van Winkle were to come alive after twenty years sleep and were asked what changes in the business world had come to his attention, he would reply in all probability that the modern store has taken on much more character and individuality than its predecessors possessed a quarter of a century ago. And while he would stand amazed at the marvels of scientific equipment and the art lavished upon the interiors and the windows of the stores of to-day, he would perceive quite readily that apart from all this exterior display, the art of merchandising also has progressed far beyond the crude methods then employed, and instead of regarding stores as places where people gave money and received the necessaries of life, he would discover that to-day the public is entirely guided by the highly specialized knowledge and skill of the merchant to whom it goes in its eternal search for what is new, smart and unusual.

This evolution on the part of retail merchants and more particularly on the part of clothiers and haberdashers has been particularly marked of late years, during which many refinements and improved methods have come into general use. One of the latter especially, despite its apparent insignificance and lack of importance, has not a little to do with the shaping of the destiny and character of certain stores. The particular refinement in question is the catch word or slogan which is now almost universally used by stores to describe laconically but expressively the type of service they desire to render. Such little slogans are very often confused with trade marks, so familiar do they become through the medium of the advertisement, and there are very few firms of any description which do not feature such a phrase upon their letter heads, their labels or in their advertising.

Its Derivation

The origin of the slogan is an interesting study. Derived in the first place from the Gaelic war cry of ancient Highland clans, and indicating in its form, the name of the clan together with its place of meeting, the word "slogan" has kept closely to its original meaning even in its adaptation to modern business needs. Just how such slogans came to be called into service by stores and by paid publicity agents in connection with their work on behalf of national campaigns, is thus easily comprehended. The purpose of advertising is, after all, no less than the fixing of a trade name upon the mind of the average person. And in order that any advertisement may leave a lasting impression upon anyone's mind, it must first of all focus attention by reason of its attractive appearance. Thus, in order to fix the name of a given firm upon the minds of the general public, the idea of employing a short but expressive phrase significant of the store ideals grew rapidly in popular favor, until now few stores of any claim to importance are without this small symbol of publicity.

SUGGESTED SLOGANS

On the opposite page will be found a list of slogans gathered from advertisements appearing in Canadian papers from Halifax to Vancouver. This article was suggested by an inquiry from a reader asking for a list of slogans that might be used in connection with a men's wear store. Believing that these slogans might be of use to others of our readers we give them space on the opposite page.

Many stores employ a business slogan more after the manner of a motto, in conjunction with a coat of arms of more or less dignified character. A motto is similar to a slogan in that it expresses in few words a significant sentiment. But instead of referring to the art of war or material things in general, it was more generally employed to express a favorite principle or to emphasize the symbolism of the emblem known as a crest.

Men's Wear Trade Needs Slogans

However, whatever the character of the device employed by a store may be, its object is universally the same, namely, the desire to impress itself upon the public's mind. In the case of men's wear stores with which we are more directly concerned, the use of such slogans or mottoes is widespread. We do not find that grocers or hardware merchants, for example, feature slogans in their advertising to any great extent, but on the other hand dry goods stores, druggists and men's wear dealers make use of them in the vast majority of cases.

Types in Common Usage

In selecting the type of slogan to use, the merchant is often guided by the idea that alliteration or the successive use of the same letter in several words, is the best form to employ. This is by no means the case, and the more exclusive firms which cater to the higher type of trade, are inclined to the opposite view, merely using an unpretentious phrase in conjunction with a neat shield containing their monogram. A study of the retail advertisements featured in any of the newspapers in large cities, such as Toronto or Montreal, will demonstrate that to be true, but many of the stores which do a very large business of a general nature throughout Canada have adopted slogans displaying considerable originality and thought.

Descriptive Slogans Popular

In analysing a large number of such slogans taken from the advertisements of stores across Canada, it was found that the majority of retailers prefer to select a slogan because of its descriptive character, such as "Exclusive Attire for Particular Men," irrespective of its alliterative qualities, etc. A great many others who cater to a wider field prefer to be known as "Head to Foot Outfitters." Another large class choose their slogan for the purpose of identifying the locality of the store more closely, such as the "Busy Corner" store, or "The Downtown Business Man's Store."

Contests for a Good Slogan

Thus it is seen that the selection of a good slogan for a men's wear store is not as simple a matter as it at first appears, and the retailer is very often completely at a loss to determine exactly what type of motto to adopt. In many cases it is a good plan to let your customers decide for you by means of a competition through which much valuable publicity may be obtained. By announcing the fact that a suitable slogan for the store is desired, hundreds of suggestions can be secured. The offer of a prize or reward for the most appropriate will stimulate nimble minds into work, at the same time causing a great many persons to think about your store and to consider its character and type of service.

HINTS ON RETAILING HOSIERY

(Continued from page 15)

Women Buy For Men

Women buy a great percentage of the hosiery in men's shops and thus there is still another factor to consider in studying the hosiery question. Women after all are not going to shop according to masculine standards but after their own established custom, and in their opinion price and color rank about as much in importance as does the fabric of which the hosiery is made. The fit of the hose is another thing which will interest her as well. So if you can inform her upon all these points, and in addition ex-

(Continued on page 31)

Slogans and Descriptive Titles

for Aggressive Men's Wear Stores

Slogans Relating to Clothing in Particular:

YOU'LL LIKE OUR CLOTHES.

YOUR TAILOR.

LET US CLOTHE YOU.

WE SELL CLOTHES THAT DON'T COME BACK TO MEN WHO DO.

ONE PRICE CLOTHIERS.

LONDON'S LARGEST CLOTHING HOUSE (USE NAME OF YOUR TOWN).

WHERE THE GOOD CLOTHES COME FROM.

BLANK & SON—OUTFITTERS TO MEN WHO KNOW.

BLANK—THE RELIABLE CLOTHIER.

BLANK—MEN'S CLOTHING SPECIALIST.

YOU CAN GET IT AT BLANK & CO'S, MEN'S WEAR

YOUR BOY'S CLOTHES SHOP.

TAILORS TO THE CANADIAN MAN.

BLANK & COMPANY—WHERE BOYS' CLOTHES COST YOU LESS.

Slogans Relating to Furnishings in Particular:

HABERDASHERS DE LUXE.

FURNISHERS FOR MEN.

BLANK'S—THE GENTLEMAN'S HABERDASHER.

SMART HABERDASHERY FOR PARTICULAR MEN.

Slogans Suitable for Both:

THE FASHION SHOP.

A STORE FOR MEN AND WOMEN WHO BUY FOR MEN.

FOR DAD AND HIS LAD.

STYLE AND SERVICE HEADQUARTERS.

WE SELL WHAT MEN WEAR.

THE NOVELTY SHOP FOR MEN.

IF IT'S NEW WE HAVE IT

THE STORE WITH THE STOCK.

MEN'S AND BOYS' OUTFITTERS.

THE ECONOMY STORE FOR FATHER AND SON.

BLANKVILLE'S SPECIALTY SHOP FOR OUTFITTING MEN EFFICIENTLY—EFFECTIVELY—ECONOMICALLY.

WHAT'S CORRECT IS HERE.

THE BEST STORE FOR DAD AND THE BOYS.

BLANK'S—HEAD TO TOE OUTFITTERS.

JOHN BLANK—THE MAN'S MAN.

THE QUALITY SHOP FOR MEN.

Slogans Referring to Location or Character:

ON THE POST-OFFICE CORNER.

THE LUCKY CORNER.

THE TRAVELERS' AID (IF NEAR A STATION).

FIFTEEN YEARS ON THIS CORNER.

OUT OF THE WAY BUT IT PAYS TO WALK.

THE OLD RELIABLE CORNER STORE.

THE ALWAYS RELIABLE DOWNTOWN STORE.

THE BLUE STORE ON THE SQUARE.

THE STORE WHERE GRANDFATHER TRADED.

YE WORKINGMAN'S SHOPPE.

YOUNG MEN'S TRADE.

Slogans of a General Character:

THE MERIT STORE.

A SQUARE DEAL THE YEAR ROUND.

THE HOUSE OF SATISFACTION.

THE HOUSE THAT QUALITY BUILT.

SATISFACTION PLUS SERVICE.

IT PAYS TO PAY CASH AT BLANK'S.

QUALITY FIRST AT THE BLANK STORE.

THE STORE WITH A CONSCIENCE.

THE STORE WHERE QUALITY FIRST PREVAILS.

BLANK & CO.—A YOUNG MAN'S ORGANIZATION—PROGRESSIVE AND AGGRESSIVE.

QUALITY, STYLE, CHARACTER, TASTE.

VALUE, QUALITY, SERVICE.

QUALITY COUPLED WITH COURTESY.

QUALITY, SERVICE AND PRICE.

QUALITY, FIT AND STYLE AT THE PRICE YOU WANT TO PAY.

Success Due to Being on Job all the Time And Never buying Goods on Advanced Credit

L. Bleau of Montreal, Started Out With $1,000 and All the Knowledge He Could Gather—Now Runs Two Stores With $100,000 Assets—Has Confidence in Young Salesmen—Description of Store

NOT ALL THE stories of p uck and perseverance are contained inside the covers of the Henty or Alger books. The well-worn bromide which relates that "truth is stranger than fiction" is frequently surprisingly correct, the only trouble is that we do not usually find enough romance about the particular story which arouses our admiration and attracts widespread interest, and in consequence we are too apt to dismiss the remarkable achievement from our minds with the comment, "It sounds like something out of a book." But after all, most of the romance of life is to be found in business nowadays, since business has grown to dominate the lives of the greater number of people, and although it is often a very difficult task to get at the facts in the case of a particular story, one is obliged to admit that modesty and the quality of self-effacement are all the more likely to add a touch of human interest which would be entirely lacking were the hero of the tale to proclaim his achievements from the housetops.

Far from comparing himself with any imaginary hero, and totally free from any sense of complacent satisfaction at the result of his personal efforts, is the hero of the present little narrative, namely, L. Bleau, a well known furrier and men's furnishings retailer of Montreal. Mr. Bleau's story is related merely that those men who feel that the difficulties of the present times are too much for them, shall take a less despondent view. He recounted his personal experiences to a staff member of Men's Wear Review more with a view to disproving the theory that a retailer has to have "pull" and "money behind him" in order to become a success, than to boast of his unique personal accomplishments.

"I started business for myself only nine years ago," explained Mr. Bleau, "and I had very little money, not much over $1,000. I had learned all about furs that I could possibly pick up, how to manufacture garments and small pieces, how to repair them and how to sell them. After I had studied this branch of business for a good many years I felt that I ought to be earning more money; I was discouraged to be still making so little and still being dependent upon another man for my living. I am a native of Montreal and I speak French as my mother tongue, so when the chance came for me to open a little store of my own I chose Mount Royal Ave. East, as its location, for it was sufficiently far away from big stores downtown to ensure quite a few customers who are almost entirely French speaking in this section of Montreal. This part is a new business section and is densely settled by all kinds of people, including working people, office men, professional men, etc. I decided to concentrate upon my fur business at the beginning, just handling men's hats as a side line. I soon found that there was an exceptionally good demand for the best grade of merchandise in both lines and this decided me to go after this type of trade as hard as I could. It was soon necessary for me to enlarge my store and to have it finished attractively inside. Season after season rolled around and I had to engage more and more workpeople in my workroom to cope with the demand for furs and repairs. I found my winter business kept us busy day and night but the summer season was slack as the majority of residents of this quarter are not especially partial to the wearing of furs in summer. Thus I decided to go in for men's furnishings on a large scale and a year or so after the store opened I announced that my store would stock everything in furnishings for men hence-forward.

Two Faults Retailers Should Avoid

"This proved to be a very wise move, for the new section became one of the most popular resorts for men and women shoppers who preferred goods of the better sort, and I was obliged to open a second store a few blocks away for the same purpose. This was opened in 1917 and it also has done so well that to-day I own assets in both stores worth above $100,000, which is entirely due to two things. I am a firm believer in being on the job all the time myself and I do not believe in borrowing money or in getting goods advanced on credit. These are the two great faults of the young merchant who is too apt to think things can get along without him or that he can borrow right and left without worrying about how he is going to repay the amount borrowed."

Mr. Bleau looked around his large store as he uttered these words and he repeated the last words for emphasis. "Yes, one must be on the job all the time and must pay as one goes along. For myself, I do not owe anyone a cent, and that is what I am most proud of."

Young Salesmen Are Best

Asked whether he had developed any particular methods of salesmanship during his career as a retailer of furnishings, he reflected upon the matter. "Yes," he said, "I have found that it pays to have none but very young clerks in my business. I take them fresh from school and train them myself thoroughly educating them in the different lines carried in the store and the best methods of selling them according to my experience. The greater number of my customers are young men and they like to be waited on by salesmen their own age. The latter are trained to judge customers quickly and to serve with promptness and this suits the young men of today who expect to do their buying without any waste of time and delay. But when the ladies come to buy furs I attend to them myself for they do not purchase much of the men's merchandise but rather come to me for their own needs."

French Demand Best Qualities

Although sales of all sorts are the order of the day in Montreal none have as yet been featured in the Bleau stores, but the proprietor pointed out that he would probably hold one in February to clear out any odd lines. "But I do not hold sales as a usual thing, because my customers do not seem to want sale goods and are quite willing to pay for the best goods the year round. You may be surprised to hear that I sell men's hats at $15 still and neckwear which costs between $2 and $3 apiece. I do not think that this means extravagance on the part of my customers, but rather that they have been educated to want few things but of good quality. This is French Montreal, you must remember and my store is located quite a few miles away from the regular shopping district. My windows in both stores are constantly changed by my display manager and I consider them my best advertisement."

An Unusually Fine Interior

The interior of the main store is rather unusual. It is large and finished in hardwood with a number of handsome display cases lining the walls and on the floor. At the farther end a broad staircase leads up to a mezzanine floor and here are kept reserves of stock as well as the workrooms. The many different lines of haberdashery are well displayed under glass, the headwear alone filling several tall cases along the walls. The atmosphere is that of a specialty shop in which only high class merchandise is sold.

This is the achievement of L. Bleau during nine years of experience in selling merchandise. Although the men's wear end is the younger branch of the business, it is proving to be the more lusty of the two. Emphasizing the note of exclusiveness in his goods always has kept the character of the store up to a high standard both in point of quality and character according to Mr. Bleau.

Find It Necessary To "Keep On Our Toes" So Say Scott & Foster Of Smiths Falls

Large Part of Their Business Is With the Railway Men—Do Not Find That Sensational Methods Have Much Effect With This Class of Trade—Conservative Methods Preferred

"THERE is only one worth while location for the men's wear shop in a small town and that is close to the post office and the movies. If located conveniently to both places the retailer gets the benefit of a steady stream of pedestrians at all hours of the day and evening, and many of these will be glad of the opportunity to study a good display of new merchandise if they have a few minutes to put in before the mail arrives or the second show commences." Such is the opinion of H. G. Scott, of the firm of Scott & Foster of Smiths Falls, Ont., expressed during an interview with a member of the staff of Dry Goods Review.

Caters to Railway Men

In a town such as Smiths Falls which is a prominent railway centre through which pass daily transcontinental lines in four directions, there is naturally a large population of railway men who require a considerable amount of merchandise suited to their individual needs, both for work and leisure requirements. How to cater most satisfactorily to this important class of customers is the question which Scott & Foster have set themselves to answer in a practical manner.

Keeping Up Turnover

"We are finding business good," explained Mr. Scott, "but we must keep on our toes constantly to give the best service demanded. This place is known as a 'mail-order terminal' which means that it is a distributing point for the many thousands of catalogues which come through for this section of the country, and consequently, we have our strongest competitor right in the freight cars which unload their contents into our local post office. As may be imagined the advent of the catalog is the signal for local merchants to speed up their efforts to offer exceptional prices, and that we have not yet gone behind in turnover is proof of the fact that our efforts are not in vain. Our most successful plan of combating the probem is merely to supply the selfsame merchandise at a few cents less and lay the goods before the customer as proof. The catalogue pictures always look so inviting and attractive, yet the merchandise never seems to come up to expectations somehow."

"Railway men are good spenders," continued Mr. Scott, "and they want the best, whether it is for work or for play. They also appreciate truthful advertising in any form and are quick to criticise any attempt at misrepresentation. They are not like the farmers who want more value than ever for their dollar but ask merely for a square deal, that is to say, the best kind of goods procurable and they make no kick about the price but prefer to look over things themselves. We have found the best way of selling working gloves, for example, is to keep a full range of the wanted kinds in a small fixture right beside the front dooor, where a man can see at a glance the kind he wants, can try them on himself and has only to bring them over to be wrapped and change given if necessary. There is scarcely a day that this convenient little salesman does not dispose of several pairs of gloves and the idea of 'help yourself' is probably the reason."

"We have found that sensational stunts carry no weight with this class of custom," continued Mr. Scott, "and for this reason we do not feature sales of any sort, any clearances that may be desired being effected by sharp price cutting in the ordinary way."

Ties and Jewellery Accessible

Appearance counts for much in the store also, and a cheery bright atmosphere fairly radiates from it. The walls are calsomined a soft green with a conventional border stencilled in black. Table displays of bright scarlet sweaters here and there picked out in yellow or white provide a note of striking contrast as well. All the merchandise is under glass with the exception of neckwear and jewellery articles, which are displayed upon the usual racks easily accessible to the customer who desires to try the effect of several different kinds. The partners believe that ties should be close to the hands of customers not to be admired at a distance, and they also feel that such small articles as studs, cuff links or collar pins are twice as interesting when they can be picked up and examined closely than they are when viewed through glass. These are goods which appeal to a man's sense of vanity if you will, and are not so much necessities as impulse merchandise, bought without previous thought being given to the need for the article. When a shirt is being sold, how easy it is to slip one of the new monogrammed cuff buttons into the buttonhole and let the customer judge of the effect. Few men can resist an additional purchase presented in this way, be they railway men or business men. There is no need to say much in introducing goods in this manner, for the mere act of showing the combination of the studs with the shirt or a tie-clip with a cravat, or a silk muffler inside an overcoat should be sufficient. In fact there is no class of merchandise which cannot be effectively supplemented with some little extra, and it is the total cost of these little extras which help to roll up a goodly amount in dollars and cents in the course of the year.

The Friendly Spirit

Friendliness wins customers in a railway town, too, explained Mr. Scott, because most of the men like to be called by their first names and dislike the term "Mister" as savoring of "high-browness." Even though customer and store-keeper may not be friends of life-long standing, they are usually "Tom" or "Jack" to one another before very long. Courtesy to customers is insisted on as one of the primary principles of merchandising in the Scott & Foster store and although familiarity is encouraged, there is not the slightest fear that its attendant failing of lack of respect may become noticeable in the relations between customers and sales staff.

Conservative Methods Preferred

As an example of the rare efforts made by Scott & Foster to employ methods savoring of the unusual was cited an instance when they gave away fountain pens with boys' suits. The pens were exceptionally good, yet no greater business was done than would have been ordinarily the case and ever since the firm has found it unnecessary to stimulate their particular class of trade by such means. "The wives of railway men are thrifty and capable buyers but are among the best customers any store can wish for," said Mr. Scott. "They want smart, good quality merchandise whether it is for son, father or brother, and they are willing to pay for it without quibbling over prices."

In the fiscal year 1921, wool export shipments from Canada totalled in value $2,168,256, and in 1920, $5,472,236. In 1921, 7,128,065 pounds went to the United States, 130,169 to the United Kingdom, and 29,689 to Newfoundland. In the year previous 8,859,682 pounds were exported to the United States, 195,081 to the United Kingdom, and 29,964 to Newfoundland. Canada has, however, always been the principal market and consumer of her own wool products and still remains so. It is worthy of note that up to the Middle of October, sales of the Canadian Co-operative Wool Growers to the Canadian trade exceeded the total sales of last season by some 500,000 pounds.

W. H. Cole has opened up a men's wear store at Bowmanville, Ontario.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

SPRING IS COMING—WHAT ABOUT A NEW SUIT?

NO SPRING ZEPHYR MORE WELCOME THAN A NEW SHIRT

GRENADINES IN SPARKLING NOVELTIES COMFORT AND ECONOMY IN SPRING UNDERWEAR

IF YOU ARE A CAREFUL BUYER THIS GARMENT WILL MEET YOUR REQUIREMENTS

SHIRTS OF SUPERIOR GRADE AND SPRING-LIKE PATTERNS

KNITTED NECKWEAR FOR SMART DRESSERS

ECONOMY HOSIERY IN THE LATEST DESIGNS

MADE TO MEASURE AND MADE TO WEAR A SPRING TWEED FOR YOUR "COMING OUT" DRESS

THIS SPRING HAT IS MAKING ITS INITIAL BOW IN OUR STORE

A SMART LOOKING CAP FOR THE WELL DRESSED MAN

A COLLAR FOR EVERY OCCASION

STYLE, DISTINCTION AND GOOD TASTE ARE COMBINED IN THESE SPRING HATS

HOSE WITH A GUARANTEE—FROM SCOTLAND

THE LATEST WEAVES AND PATTERNS IN SILK SHIRTS

A CAP THAT FITS EVERY HEAD

SNAPPY STYLES FOR SNAPPY WEATHER

GOLF HOSE THAT ARE DISTINCTIVE AND EXCLUSIVE

IF YOU ARE STYLISH YOU WILL WEAR A DERBY

AN EXCEPTIONAL SUIT VALUE FOR THE CAREFUL BUYER

QUALITY FIRST, LAST, AND ALWAYS

FASHION AND FINE FABRICS COMPOSE OUR SPRING SHOWING

OUR 1922 MOTTO IS QUALITY—VALUE—SERVICE

TOPCOATS IN FANCY AND STAPLE MODELS

NOT "ALL WOOL" OR "PURE WOOL" BUT VIRGIN WOOL—THERE IS A DIFFERENCE

STYLE—BUT MORE THAN STYLE

OUR STORE IS THE STYLE AUTHORITY OF THE CITY

MASTER WEAVES IN SPRING SHIRTINGS

THE VERY LATEST IN PYJAMA CREATIONS

HIGH STANDARD NECKWEAR AT LOW PRICES

OUR REPUTATION STANDS BEHIND OUR MERCHANDISE

RAINCOATS FOR THE FIRST SPRING SHOWERS

Men's Wear Markets at A Glance

Stock-Taking Interferes With Retailers Buying But Manufacturers And Wholesalers Believe Trade To Be In Healthy Condition Because Stocks Are Clean—Looking For Good Seasonal Business—Hat Trade Reports Activity—Neckwear Men Expect Good Spring Buying

FEBRUARY is not a big buying month from the retailer's point of view and this February is no exception. Merchants are taking stock and the wise ones are still taking what losses are necessary to meet the current market prices. These losses are not heavy ones by any means, but they are being taken nevertheless. And during the month they take stock, they are tardy buyers of all lines. When they see what they need they will buy, but they want to know that need first. The manufacturers and the wholesalers are feeling this off-month, naturally, but there is a good feeling amongst them. Most of them seem convinced that the general condition of the retailer's business is healthy, that he is ready to buy when the necessity arises—the consumer being "the necessity." We know this to be largely the case. In conversation with many merchants during the past week, Men's Wear Review took occasion to see many of the reserve stocks of merchants. In comparison with the volume of business we know these firms to be doing, their reserve stocks are surprisingly small—almost insignificant in quantity. They state that with the usual seasonal Spring trade opening up they will have to go to the market for more goods. They will buy carefully, only what they need to carry them along, but they will buy. An illustration of this kind of buying recently came to our notice. A certain retailer was in Toronto visiting a wholesale house. Naturally, he was urged to buy certain lines but refused. Two days after he got home he called up this same house by long-distance and placed a big order of the very things he had refused to buy two days before. He had seen the market for these goods and he bought them; but he would not buy till he saw the market. That is characteristic of the trade.

Clothing

Manufacturers are looking ahead to the Fall season of clothing. Their buyers have been overseas selecting fall merchandise. Prices, they state, are for the most part very firm, especially when the order has to be placed for goods to be made up. Prices are not any easier than they were for Spring; some of the finest cloths have shown an increase during the past few months. Local manufacturers are not doing a great deal of speculating on prices for the fall because they are uncertain yet with regard to the cost of production. Their general opinion is, however, that clothing prices during the year will be fairly stable unless more distress merchandise is thrown on the market. So far as manufacturing is concerned, it can be assumed that any further price changes will be of a minor nature.

Buyers say that they have purchased a good deal of light grey for the coming Fall and Winter season. Even the overcoatings are being shown in lighter greys and plaids and checks seem to be very popular. It begins to look like a continuation of the light grey cloths with the young men, with conservative patterns for the older.

Neckwear

While neckwear men are not very busy at the present time, they have confidence that Spring trade is going to be good with them. They know that the retailer has not bought a great deal since the turn of the year, pending his stock taking. Some of them have taken to the road to see for themselves the actual condition of furnishing stocks and they come back satisfied that the retailer has got to go in the market and very soon at that. With Easter still some distance away and with Spring trade about to open up, they are looking for good orders. They believe that the year will be a good one for them. While there were heavy stocks in Canadian houses a year ago, they say, these have been largely liquidated and they are looking for the slaughter of prices during 1922 that they saw in 1921.

Shapes for Spring are about where they were somewhat over a year ago. With the Spring season of 1921, the narrow shape became popular. This held well during the Summer and early Fall. The holiday season brought with it the demand for wider shape and the floral pattern. Now the demand is going back to the medium shape in neat figures or smaller floral designs. For Easter trade some nice creations will be shown that can retail for $1.00; manufacturers feel that the popular price during the year will be around $1.00 and they are preparing to meet that demand. The tendency of silk prices is very firm, the only changes being upward to some extent.

Hats

Some of the Canadian hat manufacturers are enjoying a very good business and it sounded like old times to be told, as Men's Wear Review was recently told by a manufacturer's agent, that his factory would not accept any orders for deliveries until after the 15th of March. Some of the factories making up summer straws also state that they have all they can handle for the time being; they have booked very good business for the Summer trade on account of the hot summer last year consuming all the stocks the retailer had or could get hold of.

Some of the more aggressive firms across the line who have made a big thing of their hat department have announced a new policy with regard to the manner in which they will conduct their business during this year. They feel that it is a year when they should keep away from "sales" altogether and merchandise along the regular lines. They feel that the constant sales have and continue to have a demoralizing effect on the consumer's mind

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A Churches and Charities Contest

Successfully Operated By The Arcade Of Hamilton—Giving Away $5,000 To Churches And Charities—The Nature Of The Awards—An Important Change In The Nature Of The Contest—Over 5,000,000 Votes Secured—Closing Date An Important Factor

MAKING it worth while to the churches and charities of Hamilton and vicinity to interest themselves and their friends in a contest has been the effort of The Arcade, Limited, of Hamilton for a couple of years. Incidentally, it has been worth while to The Arcade as well. Along with various other activities of this progressive organization they conceived this plan whereby the members of many of the city and vicinity churches would become salesmen and saleswomen for The Arcade. In other words, the interest which could be created in this contest would result in actual purchasing at The Arcade because the various contesting churches would not only enlist their own membership in a campaign of buying at this store, but would get after other church members as well whose own church might not be a contestant in the Church and Charities Contest. The Arcade has recently finished the third contest of this nature and an evidence of the manner in which it has grown is shown by the number of votes cast. In the first contest there were over 2,500,000 votes cast; in the second over 3,000,000, and in the one just closed over 5,000,000. The large increase during the last contest may be explained, partially, by a new regulation adopted which encouraged the smaller churches to stay with the campaign till the end. Formerly, it was noted that some of the smaller churches dropped out before the contest ended.

How It was Launched

The original contest of The Arcade called for the dispensing of $5,000 to the churches and charities in Hamilton and vicinity by this firm. Of this amount $2,000 was for charities; $1,500 to the churches of Hamilton, and $1,500 to the churches in the vicinity of Hamilton, and within a radius of 25 miles. The sales' check made out with each purchase of merchandise acted as the pivotal point of the contest. A ten cent check or any multiple of ten cents entitled the church member (who must be fifteen years or over) to either one vote or to the number equal to the division of ten into the multiple of ten. Thus, if $1.00 worth of merchandise was bought, it entitled the church member to ten votes. The contest ran for a number of months and closed about the middle of December during the last contest, but even later than this during the first contest. This closing date is rather an important feature of the contest which will be mentioned later in this article.

A HINT TO ADVERTISERS

In a new text-book on the psychology of advertising an interesting paragraph occurs of interest to the men's wear trade in particular. It is headed "Men and Women as Purchasers" and states that "the only article of clothing bought by men exclusively is collars, whereas 80% of men buy their own shoes and hats. In 50% of the cases of purchases of men's wear, women are the buyers of handkerchiefs, socks, underwear and jewelry, not the men themselves. In a third of the cases where shirts are bought, women help to pick them out. To sum up these general statistics, it has been found that women buy men's things exclusively eleven times as often as men buy women's things. This information should materially assist the advertisement writer in selecting his view-point and should be especially recalled during the weeks preceding Christmas and Easter when more than the usual amount of purchasing of wearing apparel is done."

The awards of the contest were as follows:—

10 AWARDS TO CHARITIES

$500 to the charitable institution receiving the largest vote.

$500 to the charitable institution receiving the second largest.

$300 to the charitable institution receiving the third largest.

$200 to the charitable institution receiving the fourth largest.

$100 to the next six charitable institutions.

10 AWARDS TO CHURCHES IN HAMILTON

$500 to the church receiving the largest vote.

$300 to the church receiving the second largest vote.

$200 to the church receiving the third largest vote.

$100 to the next three churches receiving the largest vote.

$50 to the next four churches receiving the largest vote.

10 AWARDS TO CHURCHES NEAR HAMILTON

$500. to the church receiving the largest vote.

$300. to the church receiving the second largest vote.

$200 to the church receiving the third largest vote.

$100 to the next three churches receiving the largest vote.

$50 to the next four churches receiving the largest vote.

A Change in Last Contest

A change was made in the last contest, due to the fact that it was found that smaller churches that entered the contest dropped out before it was finished because they felt they had no chance against the larger ones. In the contest of 1921, therefore, the churches were classified as follows:—

CLASS A

Shall consist of churches having over 750 members

7 AWARDS

$300 to the church receiving the largest number of votes.

$200 to the church receiving the second largest number of votes.

$100 to the church receiving the third largest number of votes.

$50 each to the four churches receiving the next largest number of votes.

CLASS B

Shall consist of churches having over 500 and not more than 750 members

5 AWARDS

$300 to the church receiving the largest number of votes.

$200 to the church receiving the second largest number of votes.

$100 to the church receiving the third largest number of votes.

$50 each to the two churches receiving the next largest number of votes.

CLASS C

Shall consist of churches having over 250 and not more than 500 members

7 AWARDS

$300 to the church receiving the largest number of votes.

$200 to the church receiving the second largest number of votes.

$100 to the church receiving the third largest number of votes.

$50 each to the four churches receiving the next largest number of votes.

CLASS D

Shall consist of all churches with a Membership of not over 250

13 AWARDS

$300 to the church receiving the largest number of votes.

$200 to the Church receiving the second largest number of votes.

$100 to the church receiving the third largest number of votes.

$50 each to the ten churches receiving the next largest number of votes.

In addition to this, $1,600 was given to charities directed by the voter. $500 was the capital award, $400 the second; $250 the third; $150 the fourth, and $50

(Continued on page 30)

CHURCHES AND CHARITIES

(Continued from page 26)

each to the next six. By the re-classification many more hundreds of thousands of votes were added to the contest. Between the 1920 contest and the one in 1921, there was a difference of about 2,000,000 votes.

An Additional Feature

One of the features of this contest was the value of the sales' check to the holder. As a matter of fact, it was worth two and a half per cent. of its face value. If a person presented $50.00 worth of checks, he not only received a coupon entitling him to 500 votes in the cost but a merchandise coupon as well which entitled him to $1.25 worth of merchandise in the store. The Arcade encouraged their customers to save up these coupons and present them in December as an aid to the fund for Christmas presents. It is at this point that mention may be made of the closing date of the contest. The Arcade feel that the closing date should be made early in December—at least not later than the 10th of the month—so that early Christmas buying would result. It can be understood that the presentation of hundreds of thousands of votes in a very busy month would entail a good deal of time when that time might be better spent. It is for this reason that they believe the contest would be of more benefit to the organization attempting it if the closing date were made early in December. They found out that fully 90 per cent. of these checks were presented during the month of December.

RETIRING R. M. A.

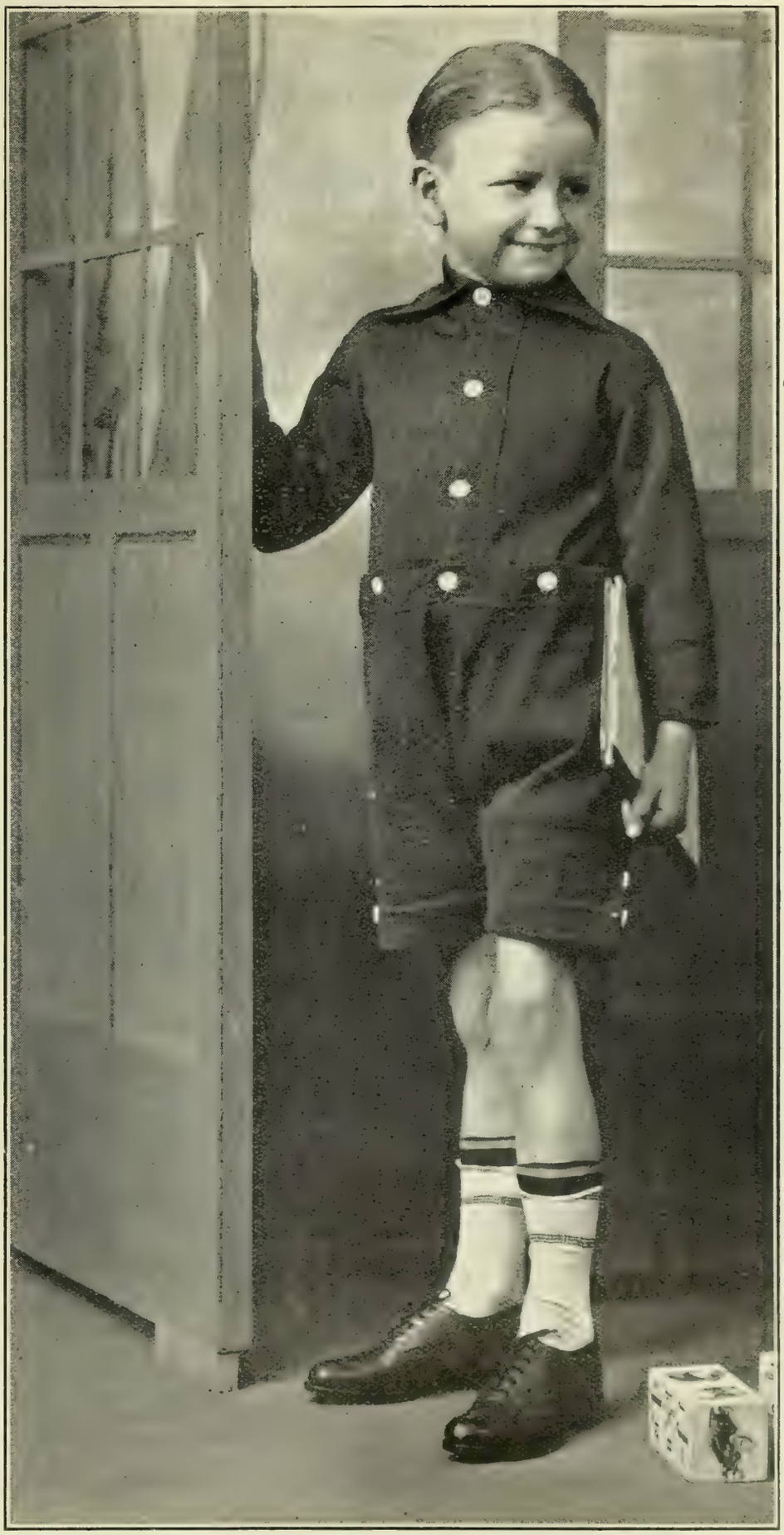
(Continued from page 17)

expressed the opinion that this should be borne by the government as such inspection was in the interests of the people. Postage rates on mail order catalogues was also taken up and it was suggested that the government investigate the subject to ascertain the cost to the country of this service which enabled the distribution of merchandise under such circumstances as gave little opportunity for competition by retailers. In giving an argument for branch associations, Mr. Watters stated that the Eastern Ontario and Ottawa District Ass'n had increased its membership to 442 this year and had a surplus of $927 on hand.

Thursday's Session

The feature of the convention on Thursday was the presentation to the retiring president, B. W. Ziemann, Preston. D. R. Clark, treasurer of the Ontario association and an active worker in the Toronto grocers' section, in making the presentation of a handsome club bag, referred to the great interest that Mr. Ziemann had taken in the work of the association. He had been untiring always in his activities on behalf of retailers. His abilities of leadership, and his advice had always been at the service of the organization. For the past twenty years he had given a great deal of his time to the work, and it was

(Continued on page 30)



Complete suit of jersey cloth made for children up to seven years. It is light in weight and washable. Made in navy, brown, green and the heather mixtures.—SHOWN BY THE ALBION KNITTING CO., PETERBORO, ONTARIO.

During a fire in Hawkesbury on January 6th. W. D. Chantal, men's furnisher, and M. Lapointe, dry goods merchant, sustained several thousand dollars' loss. Mr. Chantal's loss is estimated at $3,500.

Advertises by Means of Hand Bills Distributed To Worshippers as They Come Out of Church

Only Available Method Used By St. Hyacinthe Merchant—Big Bulk of Trade Friday and Saturday And Weekly Papers No Good For Advertising Sales For These Days—Church Sextons Distribute Hand Bills

ABOUT an hour's journey from Montreal is situated the town of St. Hyacinthe which as everybody knows is a very important manufacturing centre, famous as the home of nationally advertised goods of all sorts. The population of this town is given by various authorities as between 11,000 and 13,000, which denotes a population of considerable size as Canadian towns go. Owing to the presence of so many important factories in the town, there is little unemployment among the people and even in these hard times all the industries have operated on half time or more continually. Still, in the face of these facts, it is notable that there is but one men's furnishing store in the place and the bulk of the haberdashery purchased in the town is bought at a small department store in which nothing costs more than $1. Nobody can account for this state of affairs, still less the manager of the department store in question, who is on intimate terms with the proprietor of the shop which caters exclusively to men and who has no desire to take away his trade.

75% of Men's Wear Bought by Women

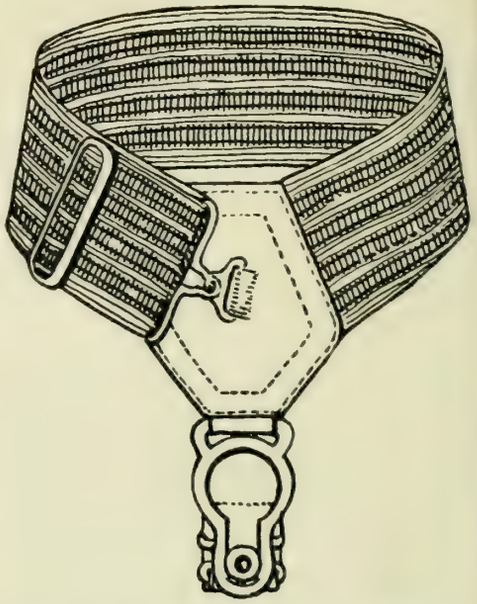
To a staff member of Men's Wear Review the former explained his views on the subject. "Since I began business here I have found that over 75% of the women of St. Hyacinthe buy men's things. And the other 25% do the actual purchasing when accompanied by their husbands or sons. The men apparently have nothing to say in the matter, standing back and merely paying for the article selected. When this store was opened last year, we quickly discovered that it would pay us to concentrate more upon men's lines, so we transferred the section to the front door in the hope that men might feel more inclined to shop for themselves without feeling embarrassed in the presence of women. But though sales of underwear, hose, shirts, etc. have gone on increasing, I cannot say that the men themselves are doing any more shopping than they did. This disposition to pay so little for their furnishings is due, I think, to an innate spirit of thrift. The French Canadian of these parts is careful of his money, and only spends so much of what he earns, saving as much as he can. If he finds that a suit of underwear of heavy wool can be brought at our store for one dollar, he would not dream of going to another and paying a few cents more for it. Consequently, our business is becoming very popular with the people of the place and the outside farming community simply because we sell the kind of goods they want at the lowest price possible."

Ties Sell Best

Asked what lines sold best, the manager of this store said that ties were probably the best sellers. "I am told that we sell more ties than all the other shops put together here," he remarked, "and I attribute it to the fact that we can sell a really good flowing-end tie for as low as 59 cents, in neat color combinations which appeal to French tastes. The bow-tie also, is very popular and we can scarcely get enough of them to satisfy us. Heavy underwear is another very good seller as well as socks of the heavier wool sorts and as for overalls, I imagine we must have sold practically all tha are worn here, as we have none left and unfortunately cannot secure any more at the former low price." Negligee shirts priced at $1.00 apiece are sold rapidly in half dozen lots, to the women purchasers who consider them excellent bargains. It is seldom that a French Canadian woman buys anything singly, she always likes to buy in bulk, either threes or half dozens."

Church Sextons Distribute Handbills

"We have a curious way of securing our publicity in this town," continued the manager. "Owing to the fact that our three newspapers are only published weekly, they are not much good to us as advertising mediums. The great business days here are Friday and Saturday when the market is open and swarms of country people for some 20 miles around come to town with their produce. The papers appear on Saturdays, too late to reach the country people until the following Monday, and too late to feature any sales or bargains for the Friday, so we are obliged to find other ways to get the necessary publicity. However, it is an established custom down here to engage a man to distribute 'dodgers' or handbills hrough-out the different villag's, these being entrusted to the sextons of the different parish churches, who in turn distribute them to the farmers and their families as they come out of church each Sunday morning. The farmer is a man who never throws anything away. He puts the handbill into his pocket and when he arrives home, the family study it and compare notes on the different bargains printed thereon, so that when they arrive in town on the following Friday, they know exactly what they want to get. Our windows, of course, have to be filled with all sorts and varieties of merchandise, because quantity appeals to them rather than artistic display. It all simmers down to the price asked, and if that is right then it makes no difference whatever about the atmosphere of the store, the service or anything which is usually understood to affect the successful selling of merchandise. On this account, I expect to develop our men's furnishings department by degrees, since I have found the secret of catering to the habitants, needs."



NEW MODEL MEN'S PAD GARTER RECENTLY INTRODUCED INTO CANADA

The extra wide width of this garter, together with the new style of fastening which can be adjusted in a second commends it to the consideration of trade. SHOWN BY COURTESY OF THE ARROW GARTER MFG. CO., OF MONTREAL.

DELEGATE SAYS CONDITIONS IMPROVE

(Continued from Page 13)

W. Thow Munro, of Munro & Co., Ltd., Edinburgh; C. J. Glenny, of Wilson & Glenny, Ltd., Hawick; Tom H. Ballantyne, of D. Ballantyne Bros. & Co., Ltd., Peeb'es; A. L. Brown, of Brown Bros., Galashiels; M. M. Thorburn of Edward Gardiner & Sons, Ltd., Selkirk; Robert White, of Gibson & Lumgair, Ld., Selkirk; Robert Sim, of Heather Mills Co., Selkirk; Geo. Alex. Hunter, of Hunter & Co., Galashiels; W. R. Ovens, of Ovens & Shaw, Galashiels; Gilbert Paterson, jr., of J. & D. Paton & Co., Ltd., Tillicou'try; A. J. Sanderson, of P. & R. Sanderson, Galashiels; Robert S. Hayward, of R. & A. Sanderson & Co., Galashiels; Charles P. Sanderson, of Sime, Sanderson & Co., Ltd., Galashiels; George Rae, of Sime, Wil'iamson & Co., Ltd., Hawick; Robert Christie of Simpson & Fairburn, Ltd., Earlston; G. Washington Gray, of Blenkhorn, Richardson & Co., Ltd., Hawick, and F. H. Bisset, secretary of the Association.

Display Will Play Big Part in Spring Openings And in Usual Celebration of St. Patrick's Day

Methods of Getting Results Suggested—Don't Delay The Spring Opening Too Long—How a Window Can be Dressed for St. Patrick's Day—Featuring Different Spring Displays—Use of Price Tickets

OWING to the fact that Easter occurs somewhat later than usual this year, namely, in the middle of April, the retailer of men's wear will have to reckon with an "in between" period following upon the January clearance sales. It is felt to be inadvisable to begin preparations for the Easter trade too early, and yet should the weather man take it into his head to send along several weeks of glorious sunshine in late March, the retailer is apt to be caught napping. There's no reason whatever for leaving preparations for Spring ttrade until the last ten days before Easter. The preceding week before this season is a very short one, and every man finds out almost in the same week that his suit looks worn and his last season's top-coat is in the same condition or else that he will need a new hat or shirt or gloves. Hence the rush during one short week or two.

According to a display manager in one of Montreal's largest department stores, a new policy will be followed this Spring in this regard. Instead of saving up the new goods until the last of March, they intend to feature displays at the beginning of the month. Their plan will be to begin to interest the public in the new styles and novelties by degrees until the regular formal Spring opening is announced around the 20th of March.

St. Patrick's Day

According to the display manager of this store, he intends to pay more attention to special displays than formerly, even through the goods featured are neither exclusive nor expensive. He mentioned the fact that St. Patrick's Day will practically coincide wtih the dates selected for the Spring openings and he advocated the lavish use of green along with other Spring decorations in order to link up the idea and emphasize the color note in displays. "We have more reason than ever to be wearing the green this year, since things have improved over there," he added.

Everyone is familiar with the type of accessories appropriate to the day, but it may be worth while to reiterate some of them. First and foremost, there should be a harp, a real Irish harp if such can be borrowed for the occasion. This instrument should centre the display of clothing or furnishings, tied with a large bow of emerald ribbon. Such a trim as this was featured by the R. J. Tooke store on St, Catherine St. West, and was a source of great interest to pedestrians.

This is an excellent occasion upon which to feaure Irish-made goods in window displays. Coupled with the date and the decorations, the merchandise will take on an added significance, especially Irish linen handkerchiefs or Donegal tweeds or even green neckwear. Linen collars are also properly included in such a display. The idea underlying the display should not be mere show but to make sales.

Suitable Decorations

The minor accessories which belong properly to such displays as this are shamrocks, Irish flags, clay pipes—the Irishman's Dudeen, silk hats, pigs, potatoes, shillelaghs and pictures of Paddy and his colleen. The phrases "Erin-Go-Bragh" and "Erin Mavourneen" are appropriate for showcards.

For the Spring opening proper, the consensus of opinion among Montreal men this year, tends to the belief that they must exert themselves more than usual in order to get results. The less demand there is for merchandise the greater the effort that must be put forward to make sales. An attractive background or setting gains the attention of the possible buyer, they say, and the charm of a setting enhances the value of the merchandise in the eyes of the beholder. There will be a general overhauling of display windows, fresh varnish and paint will be applied and any leaks, cracks or scratches eliminated. If floors are too high or too low this will be remedied, while the lighting will also be examined. In many cases new fronts are going to be constructed in the smaller stores. The store's name will be repainted or a new brass sign ordered. Rejuvenation will be the order of the day.

Then, when the Easter season arrives the store will be in readiness for a big Spring campaign. One Montreal man is planning to feature a different display in each of his windows appropriate to a different class of goods. One window will include sports clothes, showing a golfer, a fisherman and a figure in riding habit, together with the correct accessories for the Winter sports. Another will show formal dress for Easter Day, including the correct morning coat, silk hat, grey trousers and haberdashery. A third window is to show ordinary business clothes for Spring, 1922, among which it is said the staple navy blue suit will be very prominent. These three windows are to be featured for the Spring opening with no other decorative note than the use of quantities of real flowers. Most display men are of the opinion that artificial flowers are out of place in the men's stores but agree that potted plants such as lilies, tulips, daffodils or azaleas are good, when in conjunction with pieces of furniture or a pedestal.

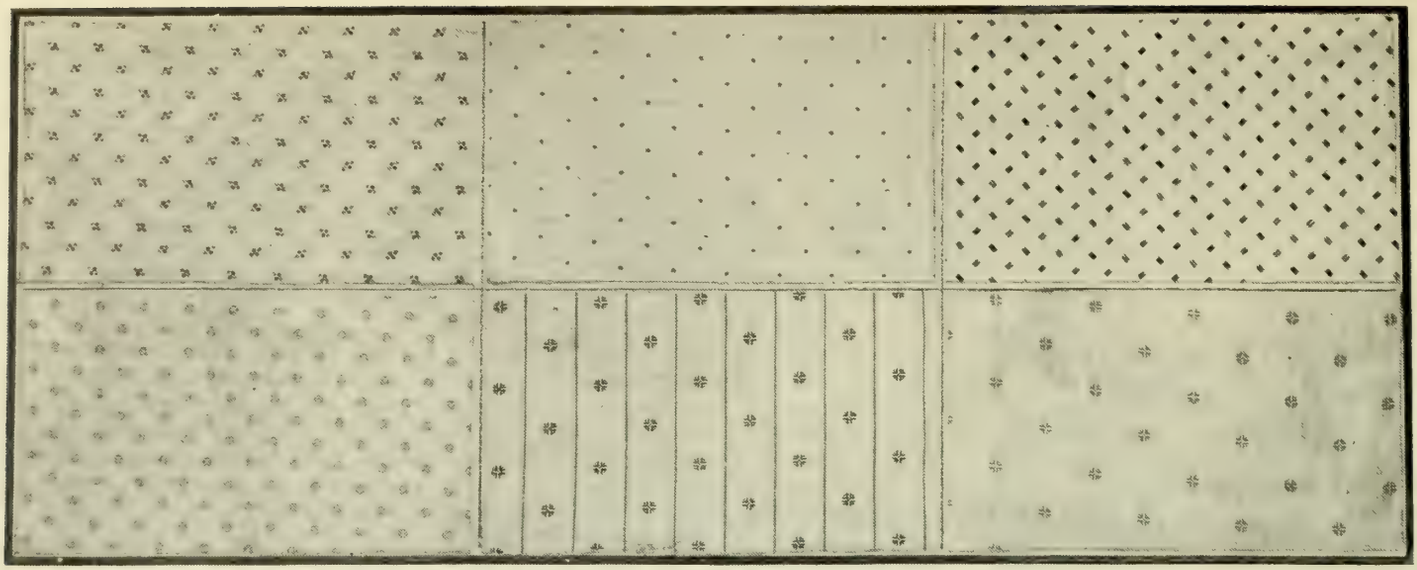
The more exclusive men's wear stores of Montreal will not alter their regular plans for displays in honor of the Easter season, but will continue to show smart merchandise in the usual manner, without the aid of more than an artistic show card announcing the "Spring Showing." The colors that will predominate will be white and purple or white and mauve, and neckwear, shirts, socks, etc., will be featured in these combinations almost exclusively.

The use of wax forms for showing men's clothing is growing slowly in Montreal, although confined to very few stores as yet. One or two display managers have a decided antipathy to using them, stating that they prefer to employ a headless form with the necks softly draped. With the recent introduction to this country of French and other wax figures representing men of life-like appearance, it is likely, however, that these aids to better display will become more widely used in stores which possess sufficient window space to show them to advantage. In this connection it might be noted that at the recent Exposition of French products in Montreal, several persons were completely deceived regarding a striking figure clad in a luxurious lounging robe, and actually touched him to see if he were alive or not.

"Easter" and "Spring" Openings

The main thing to remember in connection with Easter displays as apart and distinct from ordinary Spring openings, is the fact that Easter is a religious festival, and that the ideas used to accentuate the season must not be overdone, nor exaggerated so as to be extreme and even ridiculous. Rabbits and chickens are appropriate enough but are out of place in the men's store, whereas the simple use of flowers, soft draperies of purple velours or ribbon, or a background suggesting a stained glass window are dignified and suitable for both clothing and furnishings.

Finally, the use of the price ticket is highly recommended in the average store for the Easter opening although for the formal Spring showing it may be omitted, an artistic show card sufficing. Let them be small, however, and inconspicuous.



Spring Shirtings.—SHOWN BY LANG SHIRT COMPANY, LIMITED, KITCHENER.

Men's Wear Markets at a Glance

(Continued from page 25)

and only further upset him with regard to the future of prices. This has been true of the hat department in Canada during the past year; it has been true to an even greater degree of the shirt department. If manufacturers' prices in hats and shirts can be stabilized, it will make for better business all round. We believe it to be the case of one Canadian hat manufacturer, whose price has remained the same after having once announced it, that he has done a very good business and has gained the confidence of many retailers by his consistent policy.

Other Lines

Silk hosiery men have booked very good business and some of their lines have taken a 10 per cent. advance since the first of the year. For the time being, wholesalers are not very busy; February, they say, is a poor month for them on account of the stock taking. Some buying has been done by them for Fall and the prices have been very firm, generally speaking. Some of the very fine botany lines show a slight advance but the wholesaler is buying carefully until he gets a better idea of the demand that will be made on him for Fall merchandise. They state that they are operating at a difficulty because the retailer will not book ahead and that if more than an ordinary demand begins to arise there will be difficulty in giving quick deliveries.

In spite of the fact that cotton prices have been very firm for some months and have shown some upward tendencies, overall prices have been reduced by some of the Canadian manufacturers since the first of the year.

A new Spring 1922 cap for young men which embodies many unusual features. Developed in soft American tweed in various new shades, it features three invisible back pleats, a soft unbreakable stitched peak, and a front sweat protector. This model is exceedingly comfortable and is designed to be a smart "all purpose" cap.—SHOWN BY COURTESY OF THE BOSTON CAP COMPANY, MONTREAL.

RETIRING R. M. A.

(Continued from page 27)

pleasing to know that with his retirement from the office of president, he was not ceasing to be as interested in the work. It was fitting that his services should be appreciated in some tangible form and it was with a real sense of appreciation of what Mr. Ziemann had done, that he made the presentation.

The retiring president in expressing his gratitude, declared that he had always tried to serve the best interests of the retail merchants of Ontario and the Dominion. He had enjoyed the work, and he had formed friendships that would endure as long as he lived. He had always had the co-operation of his fellow officers, and while at times, the work represented a thankless job, there were compensating features. He would ever be ready to serve, even though not as president, the interests of the Retailers' Association.

Thaell & Risk of Lethbridge are advertising a $50,000 sale which started January 17th.

Early February Display of Spring Merchandise Can be Made Arresting and Good Business-Getter

Why Feature Winter Merchandise When Necessity Will Sell It?— If Early Display Does Not Get Immediate Sales It Is The Heralder Of A Harvest Later On—Even A Touch of Summer in February Can be Turned to Good Account

OPINION is growing in this country that the first showing of Spring merchandise should be made at a much earlier date than is usually the case. With the vast majority of men's wear dealers, however, the fact remains that Spring openings are arranged according to the calendar. It seems to us that this is a mistake. When the official weather man was arranging the seasons many years ago, he seems to have selected about the 21st or the 22nd of March as the first day of Spring. In other words, as the scientist would say, that is the day when the sun starts on his return journey northward and crosses the Tropic of Capricorn. From that time onward, we may expect the sun's rays to get warmer, the Winter weather to break up and the glorious Spring to overtake us. This is the program eagerly watched by people who are glad to see the last of Winter.

To the men's wear dealer, however, Spring is not a day that is marked on a calendar. It marks a season. Just as the well-managed theatrical company is heralded by advance notices that appear weeks before the company itself puts in an appearance, so the dealer should begin to shape the minds of his customers with regard to Spring merchandise. It is only grim necessity that brings a man into a store to buy an overcoat, a suit of Winter underwear or a pair of heavy gloves in the month of March. He does so because there is not a chance of making his old ones hang out till warmer weather releases him from the necessity of wearing Winter clothes. That being so, there is no use in filling the windows with Winter coats, underwear, mufflers and other Winter toggery. Men are no longer interested in these and it is a waste of effort to try to induce them to buy a thing that only necessity prompts them to buy at all. Unless a sale is being held, therefore, Winter merchandise should not figure in window displays much after the great volume of Winter buying has been done. Window display is a constant drawing power for the store and if deterioration sets in, the consistent drawing power of the window is impaired. If, therefore, three or four weeks are taken up with display of merchandise that necessity would sell in any case, valuable time is lost in getting the thoughts of customers directed toward the coming Spring season.

The psychological time for the men's wear dealer to begin to show Spring lines is when the average customer has stopped thinking about Winter clothes. That, perhaps, is about the middle of February. A strong suggestion of Spring should feature in such a display; the very fact that it is still in the midst of Winter weather can be turned to good purpose. In the first place it permits of that sort of display that becomes arresting because of contrast. With the snows deep upon the ground outside an effective and attractive display can be arranged by the use of a good deal of nature's green. The very contrast will halt the passer-by and draw an interested attention to your merchandise. And, after all, that is one of the main purposes of window display—to stop the passer-by and create an interest that will later develop into inquiry and sale.

May Not Bring Sales

The very fact that such a window will not bring many sales should be no discouragement to the display man. The idea behind such a display is to give the first showing of Spring models and to create a curiosity that leads to inquiry and, later, to sales. If it does not bring immediate sales, it can be made the forerunner of a vast number when the necessity for Spring merchandise forces men to buy. Even if there be no actual inquiry, the effort is not wasted. The passer-by who sees a Spring display of suits, overcoats, hats or other merchandise, even when there is a strong breath of Winter in the air will not forget this display when he comes to the time of his Spring buying. The very sight of it suggests an inventory of his wardrobe and he knows that you have a good selection from which to choose when he has to buy. But don't take it for granted that there will be no immediate returns for such an effort. There are a few Canadian retailers who have, during the last couple of years, shown Spring merchandise not later than the 15th of February and they have had splendid results from it. We know of a certain firm that had its best sale of Winter overcoats in the month of August. There is no reason why February should not be turned into a month of good sales of Spring clothing and accessories.

Might Herald Summer

The window that pays for itself in any aggressive organization is a heralder as well as a silent salesman. It should announce what is to come. In displaying, for the first time, the Spring merchandise, no harm would be done by adding a touch of Summer to the window. It would be a pleasant reminder that, though Wintry winds still bring with them chill and cold, the warmer days are not far away. It still further emphasizes the strong contrast between the present season and the one to come and gives a greater "punch" to window display. A few straw hats, here and there, amongst Spring models of suits and overcoats could be displayed without any impairment to the artistic seting of the whole window. It would certainly add to the attraction of the window and, in doing so, serve one of the first essentials of successful window display work.

United States Leads

It is worth while noting that our friends to the South of us lead in the matter of early displays of Spring merchandise. One may see displays of this nature in many of the American cities shortly after the first of February. Their display men realize that the backbone of the Winter display is gone.Then why use Winter merchandise any longer? They feel that it is making the best use of window space during a period when the immediate selling power of the window is at a premium because the demand for Winter merchandise is prompted only by necessity.

THE MODERN STORE MUST HAVE A SLOGAN

(Continued from page 20)

plain plainly the wearing possibilities of the four different lines. such information will build up a clientele of feminine custom which will mean exceptionally good profit in the end.

The main point to remember besides bearing in mind the construction of the hosiery, its wearing qualities and comfort giving attributes is the still more important fact that armed with all these you can induce the customer to increase his or her purchases two fold by intelligent salesmanship.

For the benefit of those who are not certain regarding the correct sizing of hosiery for men, the following table is quoted:

Shoe Size	Hose Size
5½ or 6	9½
6½ or 7	10
7½ or 8	10½
8½ or 9	11
9½ or 10	11½

Firm Starts Educational Department

Manchester Robertson Allison Co. of St. John Inaugurated New Policy Few Months Ago—A Year's Course of Weekly Lectures on Salesmanship—No Interference With Internal Management—An Additional Feature—A Forward Step

ONE way of cutting down overhead expenses in connection with the cost of selling is to be sure that salesmen are throughly equipped salesmen and saleswomen. And one very effective way to throughly equip the members of the sales staff is to train them in the art of salesmanship. Salesmanship today is a science; it is no longer the simple act of wrapping up a parcel, making out a bill and taking the customer's money. Those days have gone.

And since their passing, a number of progressive firms, realizing the first importance of expert salesmanship, have undertaken to provide their sales staff with courses in salesmanship. Nothing but the highest praise can be spoken for this action on the part of a number of Canadian firms. Experience shows that the returns from such a venture are well worth while from many angles. It makes for better, happier, more proficient salespeople and it creates a team-spirit in the organization that works out to the decided benefit of the firm and all who work for it.

M. R. A. of St. John, N. B.

One of the latest firms to fall in line in this respect is Manchester Robertson Allison, Limited, of St. John, N.B., one of the progressive firms of the eastern section of this country. Referring to it to a staff member of Dry Goods Review, Walter Allison stated that they had formed an educational department a few months ago for the purpose of giving better service to their patrons through a better sales staff. "We inaugurated a course of lessons in salesmanship," he said, "which includes instruction in the better knowledge of goods which we sell, treatment of customers, general deportment, and everything else that goes to make for better service to our customers and more efficient salesmanship on the part of our sales people.

A One Year's Course

"This particular method," he continued, "adopted by the company, consists of a year's course of weekly lectures and for the carrying out of the scheme the staff has been divided into four groups having two leaders who are generally department heads. The groups are selected in such a way from the various departments so that, while they are absent from the department taking the half-hourly weekly lessons, there is the least possible weakness felt by their respective departments. The whole scheme is under the direction of Mr. Morrison, the store superintendent.

"These lessons are held once a week from nine to nine-thirty in the Lunch and Recreation rooms. Four and five days previous to the date on which a special group is to meet the lesson to be discussed is handed on mimeographed sheets to each member of that group, which gives each member of the group an opportunity for study for several days before the meeting for the discussion of it.

"Saturday morning from nine to nine-thirty is reserved for a meeting of the group leaders, eight in all, for mutual exchange of ideas tending to making them more efficient as leaders.

Regular Meeting Days

"The regular meeting days for the groups are Monday, Tuesday, Wednesday and Thursday mornings from nine to nine-thirty. So far, all of these participating in these lessons are very much pleased. The scheme has produced increased interest in their work and both employees and the management are well satisfied with the progress made.

Additional Features

"In addition to this course of lectures, there are four bulletin boards posted in conspicuous places throughout the store on which is posted each week some photos of actual scenes of incidents in store selling, which are very much more illuminating in pressing home an effective point in salesmanship than any printed matter would be.

"This bulletin board also contains a hint sometimes as to deportment such as 'Smile and keep smiling' and such trite phrases. Also a space on the board is devoted to a description of some popular textile showing a sample of it and a brief history of its origin, name, uses and probable weakness and strong points. Also another paragraph describing the photo incident.

Public May See Them

"These are on view to the public as well as to the staff and tend towards a better mutual understanding on the part of the salespeople and customers by creating a more sympathetic feeling between these two very important factors in the selling of merchandise, and incidentally, by being in plain view of the public, generally suggest to our customers that we are striving always to give them better service, the moral effect of which is more far-reaching than is generally realized.

"There is no doubt in our minds but that this is a decided forward step of great benefit and will make for efficiency in the future which will be greatly appreciated as the time goes on."

GIVES FULL ACCOUNT OF STEWARDSHIP

(Continued from page 10)

timate profit of the retailer. Your executive during the past year has been very active in the prosecution of this evil and we have succeeded in securing the discontinuance of the practice in several instances, thus affording a much-needed measure of protection to many retailers in the province. There is still a good deal of work to be done in connection with this whole matter and may I take the liberty of urging upon the in-coming executive the necessity of following up the work we have done during 1921. If this is done, I believe the results accomplished during 1922 will be even greater than we have accomplished since we were installed in office a year ago.

Another Evil

The decline in prices during the last eighteen months introduced an evil with which we have coped for some months. I refer to the practice of manufacturers or their agents going to members of the retail trade in certain towns and cities and securing from them the right to conduct a sale over their counters in consideration for which privilege they paid a certain fixed percentage of sales to the retailer. This is not only unfair competition to other retailers in the town or city but it is an evasion of the spirit of the Transient Traders Act. Representations will be made to the Ontario Government within a few weeks to have the fee for Transient Traders so increased that this evil will be wiped out entirely and manufacturers will not be able to take refuge behind the retail trade in their efforts to unload stock.

Fraudulent advertising has been constantly before us and we have initiated many prosecutions under this Act and secured convictions. I think I may venture to speak for the in-coming executive and ask members of the association to continue to lay before them all cases of false advertising.

These are a few of the things we have done during the year it has been our privilege to direct the affairs of the association. I wish to thank the members of the executive for the loyal support they have given me and they, in turn, I know, wish to thank you for the co-operation you have given them from time to time.

Better Organization

Before concluding I feel like again emphasizing the necessity of a more complete organization of the clothing men of this province. It is only through concerted effort that we will be able to accomplish through legislative enactment those things which are necessary to a legitimate and unrestricted operation of our business; it is only by the weight of a well organized association that we can successfully overcome the difficulties and combat the evils that crop up from time to time. Only insofar as men in the trade give us their active co-operation will these things be possible.

ART CLOTHES
COOK BROS & ALLEN LIMITED

QUALITY

Webster says:—

**QUALITY is the degree of excellence—
THE distinguishing characteristic.**

The creativeness of style and the skill of workmanship would be but wasted without materials to sustain their excellence.

Roman roads built 2000 years ago are still good roads because of the "Quality Materials" and the care that went into their making, so with Art Clothes—materials always the Quality kind that ensure style and workmanship permanency—good appearance and long service.

"There's a difference."

COOK BROS. & ALLEN
LIMITED
TORONTO
473-489 College Street

Builders of Good-Will

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

EACH and every garment, whether for Men, Young Men or Boys, comprises the latest in refinements worth featuring.

Provide yourself with a line distinguished for QUALITY and secure your share of this important trade.

Our travellers are on the road with a complete range of New Styles for Spring. A post card will bring samples, prompt deliveries assured.

Oxford Clothing Co., Limited

King Street and Spadina Ave.

TORONTO

Why Jobbers and Retailers

WANT WORK CLOTHES

MADE OF *THIS* CLOTH

Because it *sells.* That's why—and there's no better reason known to business.

All the big Overall and Work Clothes manufacturers use this famous cloth—because it helps sell their line and because its *STRENGTH* of fabric and color has made it the standard for over *75 years.*

Your customers are going to ask you for Work Clothes made of this great cloth. Write for samples.

Look for this boot-shaped trademark stamped on the back of the cloth. It's your guarantee for *Strength.*

STIFEL REGISTERED

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.
New York Baltimore

Stifel's Indigo Cloth
Standard for over 75 years
STIFEL REGISTERED

HOULDING COLEMAN LIMITED

NEW KNITTED EFFECTS

In Pure Silk and Fibre Scarves and Cravats

Samples are in the Hands of Our Representatives

WRITE US TO BE SURE YOU SEE THEM

HOULDING & COLEMAN, Limited

474 Bathurst St. **TORONTO** **Cor. College**

SILK KNITTED DRESS FABRICS

MANUFACTURERS OF SILK KNITTED SCARFS AND MUFFLERS FOR MEN'S & LADIES' WEAR

SILK KNITTED NECKWEAR FOR MEN

ATLANTIC

UNSHRINKABLE

The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR
LIMITED
MONCTON - - N.B.

E. H. Walsh & Company
Montreal & Toronto

Selling Agents for
Quebec, Ontario and Western Provinces

35

For the highest QUALITY—

ATHLETIC UNIFORMS

at the LOWEST PRICES.

Place your orders with

A. W. MOYER & CO.

124 KING ST. W. TORONTO

Manufacturers of

Complete Uniforms for Baseball, Hockey, Soccer and Rugby, also Gymnasium and Basketball Jerseys and Knickers, Boy Scout Uniforms, All Wool Bathing Suits and Swimming Trunks, Girls' Middy Blouses and Gymnasium Bloomers, and a full range of White Duck Clothing.

Write for prices

We will give your enquiry prompt and careful attention.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

Quality

New Headquarters

FOR

Campbell's Clothing

For greater convenience to our customers and better service we have moved our show-rooms and offices to the

NEW BIRKS BUILDING
Phillips Square

We are preparing a range of special order samples such as it has not been possible to show since before the war.

The Campbell Manufacturing Co.
LIMITED

Montreal

12 to 18½

Meeting the demand for Economy without destroying a reputation for Quality and Appearance.

TWELVE dollars and twenty cents a year is saved by the man who wears KANTKRACK Collars and he still has a clean collar every morning —that is economy. The saving amounts to eight-ninths of the cost of a clean collar every morning.

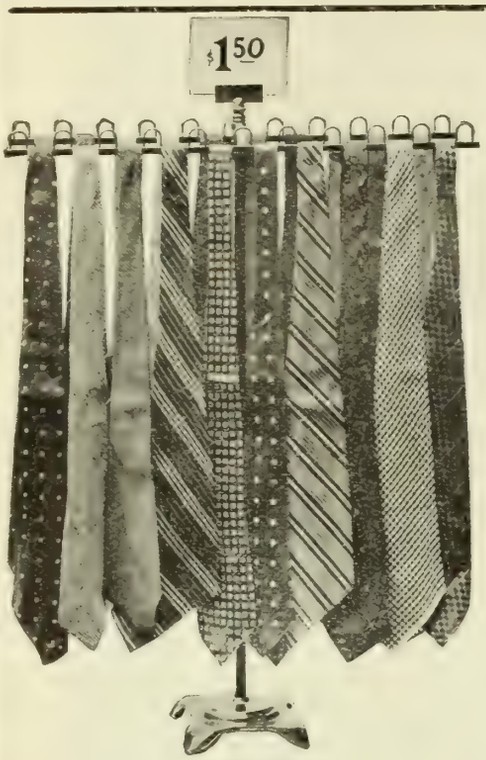
The exclusive patented features of KANTKRACK Collars insure double wear—made in One Grade Only and That the Best.

Next to satisfactory merchandise you are interested in the service that the manufacturer is prepared to give to you. By service in this instance we mean the maintaining of stock of all sizes and styles at points in close proximity to your place of business. The makers of KantKrack collars provide the kind of service you like.

Parsons and Parsons Canadian Limited

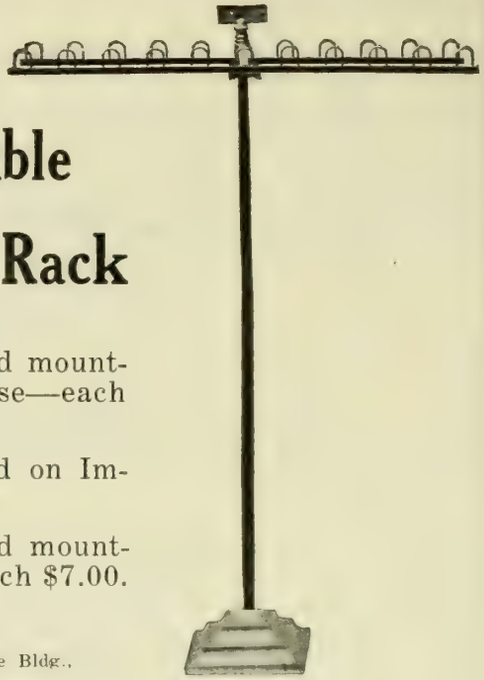
Est. in U. S. A. 1879 HAMILTON, CANADA Est. in Canada, 1907

CANADA'S LEADING DISPLAY FIXTURE HOUSE



Imperial Base

The New Dale Revolving Double Bar Tie Rack


Colonial Base

Price with square Standard mounted on square Colonial base—each $9.00.

Price with round Standard on Imperial base, each $8.00.

Price with round Standard mounted on heavy round base, each $7.00.

AGENTS:
E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver.
O'Brien, Allan & Co., Phoenix Blk., Winnipeg.
P. R. Munro, 259 Bleury St., Montreal.

Dale Wax Figure Company, Limited,

86 York St. - - - Toronto.

Men's Wear Ads. That Pull

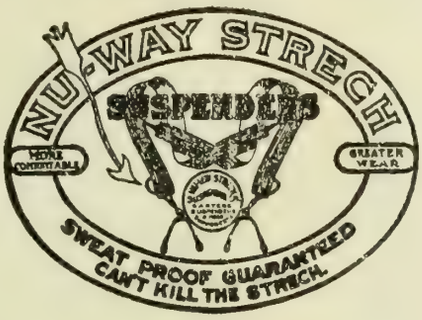
Mr. Clothier, are you satisfied with the percentage of customers who visit your store as a result of your advertisement in the daily or weekly newspaper? Would you like some new, practical ideas to help you get more people into your store?

Perhaps you can present your goods to the public through the newspaper in a more effective style that will get you ten, twenty, or a hundred more customers, by using the best ideas of successful clothiers.

We read all newspapers published in Canada as a business and can collect for you the cleverest and most striking ads.—those with new selling points and new ideas—and send them to you. A scrap book with 50 or 100 of these advertisements kept for reference would be of real practical use to you. The price is 5c a clipping for collections of 50 or over.

CANADIAN
PRESS CLIPPING SERVICE
143-153 UNIVERSITY AVENUE
TORONTO

Profits From Quick Action



Trade Mark Reg. **Patented 1916**

No rubber to spoil or die on your shelves. Do not pull off buttons. Guaranteed against all defects. Get our invisibles. Best on the market. Mail orders promptly taken care of.

Nu-Way Strech Suspender Company

MANUFACTURERS

St. Thomas - Ontario

"FOUNTAIN BRAND"

Manufactured by

Island Spinning Co. Limited

Lisburn Ireland

Use the strongest and best non-snarling thread and gain a reputation for producing garments of the most durable quality.

To use "Fountain Brand" once, is to use it all the time.

May we send you samples and prices?

Sole Agents for Canada:

WALTER WILLIAMS & CO. Limited

MONTREAL, 508 Read Building

TORONTO 20 Wellington St. W. QUEBEC 553 St. Valier St. VANCOUVER 217 Crown Bldg

We are well equipped to meet the demand this Spring for Boys' Clothing. We manufacture boys' suits of dependable quality and correct style at popular prices.

These we are sure will meet the requirements of your trade on every point.

Feature them and you will get the Trade.

You can beat price competition by Quality Goods.

The Jackson Mfg. Co., Limited

CLINTON, ONTARIO

Factories at:

Clinton, Goderich, Exeter and Hensall

Money-Saving Information

"The most useful information contained in any paper I get"—so a Western banker writes in to-day's mail, renewing his subscription for FINANCIAL POST.

"Very often," his letter goes on to say, "I am called on to suggest investments for small amounts, sometimes as low as a few hundreds, and I find your Investors' Inquiry Service a reliable partner to consult. If every investor knew there was such a service at his call it would surely lessen the losses of many of these people."

The Investors' Inquiry Service fills just that need. Unless you are perfectly sure of your investments, write us before you buy. It costs FINANCIAL POST subscribers nothing to be sure before placing hard-earned savings in stocks that may never have a chance of paying dividends.

Trained service men will give you the benefit of keen analysis based on the facts behind the securities you are considering. This is one of many features enjoyed by our readers.

THE FINANCIAL POST

143 UNIVERSITY AVE., TORONTO, CAN.

Send me for one year (52 issues) The Financial Post. I attached $5.00. Commence at once.

WHEN IN TORONTO AT THE CONVENTION

DON'T MISS THE

DEACON LINE of MEN'S SHIRTS

IN THE TEXTILE EXHIBIT.

The Deacon Shirt Co.
Belleville Ontario

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LONESOME?

Men, Women, Girls, Bachelors, Widows, etc.

Join our Correspondence Club and make many interesting friends. Get acquainted throughout the world through our medium. Marry Wealth, Happiness. Hundreds rich, attractive and congenial, willing to wed. Photos Free. Send 50 cents for four months' subscription; $1.00 for one year.

FLORENCE BELLAIRE
200 Montague Street, Brooklyn, N. Y.

GIMP YOUR PATTERNS

With Hardaker's "EASICUT" Machines
Economical, Fast, Practical, Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal

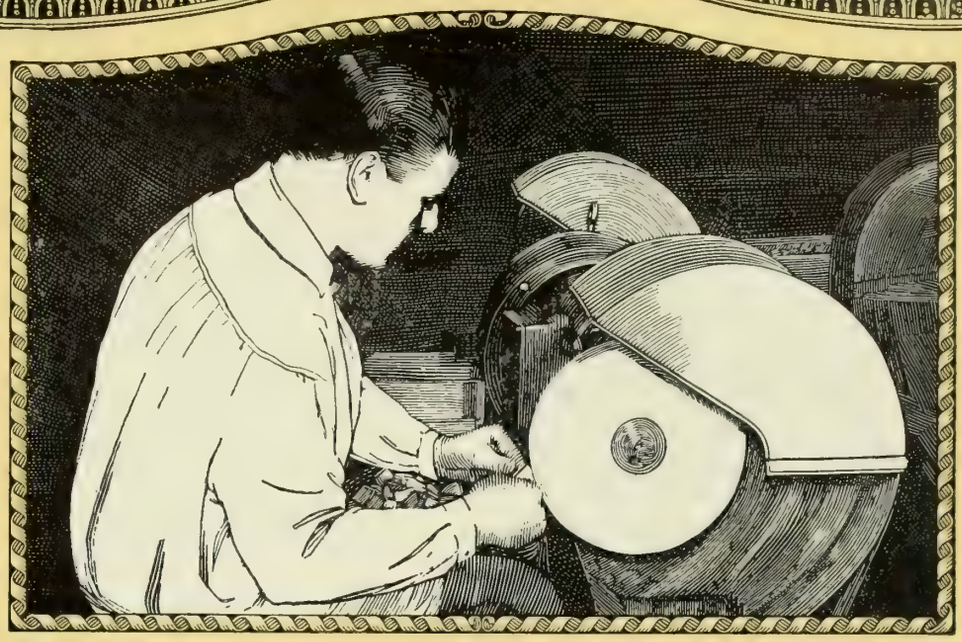
SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS,
ALSO LADIES' GLOVES.

FREE "HOOTCH"

A Sparkling Stimulant, Full of Wit and Humor. Free copy will be sent upon receipt of your name with address complete. Write to G. Mitchell, 397 Pearl Street, Brooklyn, N.Y.

WANTED: Young married man desires position with a reliable firm where he could buy an interest in business. Have ten years' experience in Men's & Boys' clothing and Furnishings. Am at present employed as head salesman and window trimmer of large Western Ont. store, capable of taking full charge of buying etc. Apply to Box 90, Men's Wear Review, 143 University Ave., Toronto.

The Famous **HICKOK** *Belt Makers*



The BUFFER

The 1922 Line of HICKOK BELTS & BUCKLES

The 1922 Line of HICKOK BELTS and BUCKLES includes a greater number of exclusive designs and features than the line of any previous year.

HICKOK BELTS and BUCKLES of 1922 are so unusually attractive in design, finish and price that every store carrying them is assured of a tremendous volume of sales on the merits of HICKOK QUALITY alone. But back of HICKOK products stands also a powerful, far-reaching advertising campaign—certain to produce sales for every HICKOK dealer in Canada. The HICKOK Line assures dealers of greater *volume* and bigger profits.

When our salesman calls, he will have with him a practical plan to increase your volume of sales and thereby multiply your profits on HICKOK products. SEE ALL he has to show and be prepared to "cash in" on HICKOK QUALITY plus HICKOK ADVERTISING by ORDERING EARLY and ENOUGH.

The HICKOK MFG. CO., Ltd., 33 Richmond St., W., Toronto, Ont.

Combined Canadian and U. S. Factories Largest in the World Manufacturing Belts and Buckles

ROCHESTER, N. Y.. U. S. A.

HICKOK
Belts & Buckles

NOTHING BETTER ON ANY MARKET.
REAL LEATHER. BEST WORKMANSHIP.
LARGEST PROFITS FOR YOU.

Buckles in more than two hundred designs of nickel, brass, silver and gold plate.

See our Buckle Cabinet given with belt or buckle orders of $45.00 or more.

MADE IN CANADA
BY

TOOKE BROS. LIMITED

MONTREAL

Toronto **Winnipeg** **Vancouver**

MENS WEAR REVIEW

Vol. XII. No. 3 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA March, 1922

The Guaranteed Forsyth Athletic Underwear

A. ARMAND
Mgr. and Buyer Depts. "F" and "I"

An Insight

INTO THE

Working Methods and Service

of our organization—and the careful details watched by the heads of these departments—assures you of the very best in merchandise and service.

P. S. HARDY
Mgr. and Buyer Factories
Depts. "L" and "M."

These are the Men—Four-square

Behind the big distribution of our Men's Wear Products.

These are the Four-square Departments

F.	I.	L.	M.
Men's Heavy Furnishings	Men's Fancy Furnishings	"Strand" Shirts and Pyjamas	Working Men's Wearables

All over the Land goes the Fame of the "Strand"

Alphonse Racine Limited

J. BREBNER
Production Manager Depts. "L" and "M"

60-98 ST. PAUL ST. W., MONTREAL

Men's Wear Specialists

FACTORIES: BEAUBIEN ST., MONTREAL; ST. DENIS, QUE.; ST. HYACINTHE, QUE.

18 Permanent Sales Offices

WM. STRAIN
Superintendent "Strand" factory.

Coppley, Noyes & Randall, Limited

Manufacturers of Men's and Young Men's Clothing, Golf, Sporting and Palm Beach Suits,
READY-TO-WEAR also MADE-TO-MEASURE

Hamilton - Canada

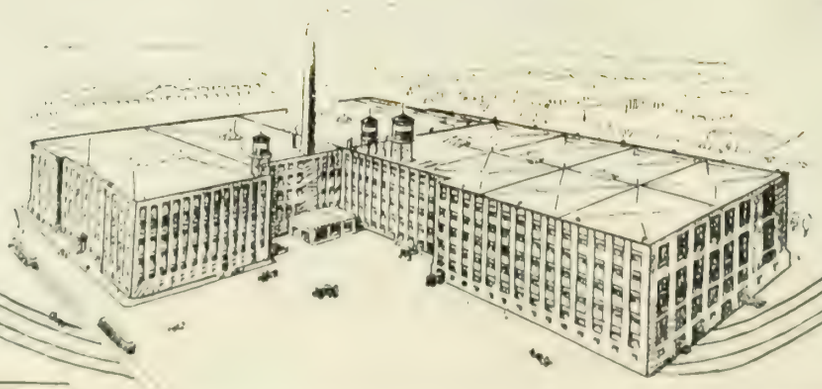
Peck's

For MEN **CLOTHING** For BOYS

FALL 1922

It is most profitable to follow the line of least resistance in selling—to handle the line of clothing that dominates in Style, Fabric and Workmanship—Peck's Clothing.

JOHN W. PECK & COMPANY
Limited
Montreal Winnipeg Vancouver

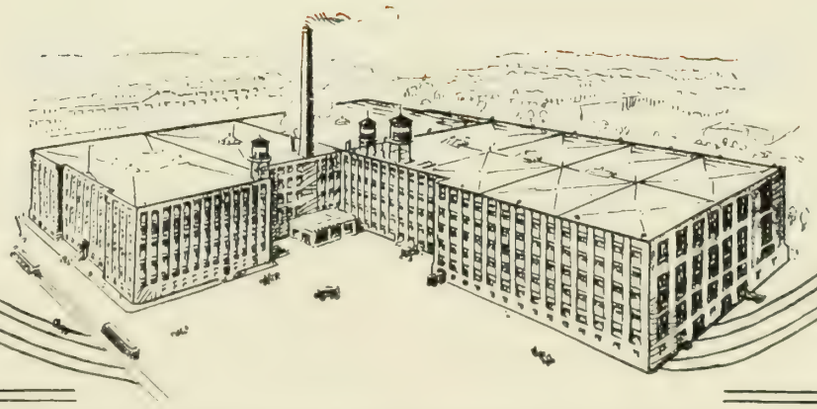


Peck's

SHIRTS - CAPS

Designs that are new—materials that are of the finest quality—workmanship that is highly specialized—so may be summarized the Peck range of Shirts and Caps for Fall, now being shown. Quite up to what you expect of this firm. Be sure to see them.

JOHN W. PECK & COMPANY
Limited
Montreal Winnipeg Vancouver



We, the members of the Official Delegation representing the Scottish Woollen Trade Mark Association, wish we could express—fittingly and adequately—our appreciation of the warmth of the welcomes and the whole-hearted hospitality received by us during our stay in Canada.

Were we Bobby Burns, we would write you a poem. Were we Sir Walter Scott, we could paint you a story in words.

But being just plain business men, we can only say—though we say it right from the heart —"Canada, we thank you."

THE MEMBERS OF THE DELEGATION
REPRESENTING
THE SCOTTISH WOOLLEN TRADE MARK ASSOCIATION

Broadway BRAND

Clothes for exacting men

Co-operation **Value** **Profits**

Make Sure It's Broadway Quality

Our ability to maintain the high standard of quality established by **Broadway Ready-Made Clothes** is well demonstrated in our new assortment now ready for your inspection.

Did you ever consider the importance of correct measurements?

Broadway Clothing Made-to-Measure has always been and still is, in a class by itself. There is a quality, a distinctiveness, a perfect fitting, comfortable, well-dressed feeling about one of these suits that pleases as no other garment can.

No better clothing made to retail at popular prices.

Special attention given to Mail Orders.

RANDALL & JOHNSTON, LIMITED
TORONTO

McGregor Caps

It takes A McGregor to make him smile

They have the right combination of Style, Value and Price.

For Spring 1922

Your customers are seeking this combination and are seeking it at a moderate price. The materials in the McGregor line are worth while and the workmanship substantial. We have a complete assortment of the whole crown and eight piece style in all patterns and designs. Upwards of 2,000 doz. on the floor.

Our prices are adjusted to influence the conservative merchant to provide his needs without hesitation.

Full range of Men's All Wool Cashmere half hose on the floor.

We invite comparison and defy competition.

Representing
Messrs. J. Woolfenden & Co.,
Dane Bank,
Denton,
England
The Record
Hat
Velours & Felts

Messrs. N. Bertish & Co., Ltd.,
Sun Court,
Golden Lane,
London, E.C.,
England
The Consulate
Shirts,
Collars & Pyjamas

Hyde & Halliwell

Importers & Wholesale Jobbers.

43 Scott Street - - - - Toronto

KITCHENER COATLESS

SUSPENDERS

RUSTLESS FITTINGS

KITCHENER SUSPENDER COMPANY LIMITED
Kitchener, Ontario

QUALITY WILL COUNT

Illustration of our "Steve" Model

Special Announcement Fall 1922 of

FELS LTD.

Overcoats and Raincoats

We will show for the Fall season of 1922 a range of fall and winter weight medium priced overcoats in a large assortment of Canadian and English fabrics, splendidly tailored in the season's prevailing styles at two ranges of prices only. Cravenetted linings will be a feature.

"Our aim to specialize at a price."

RIGHT FABRICS RIGHT QUALITY
RIGHT TAILORING RIGHT PRICE

are the Important Factors combined in Fels' Coats

Your inspection and comparison of FELS' LIMITED OVERCOAT VALUES are cordially invited.

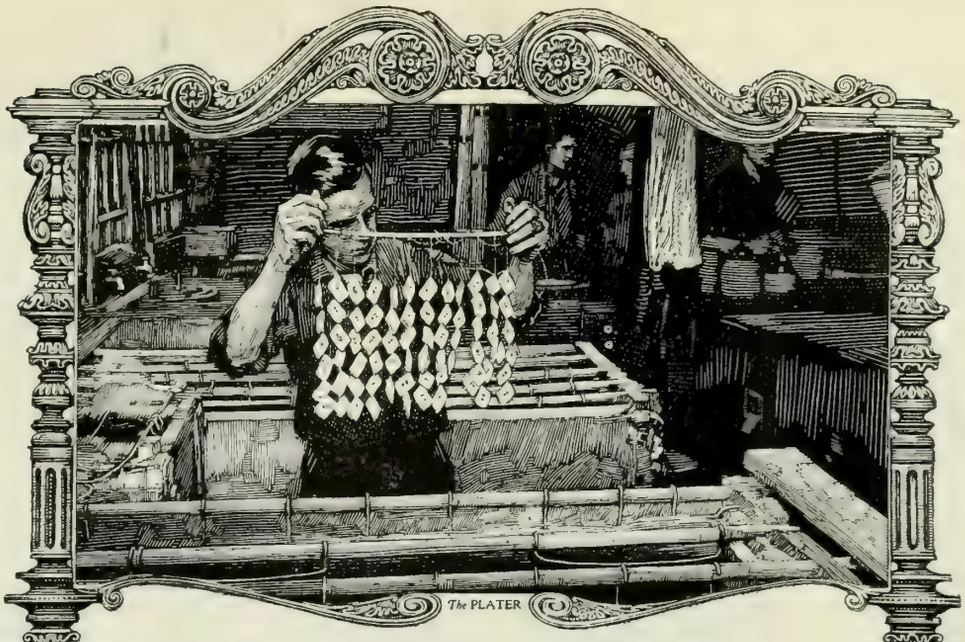
We have an attractive line of English Gabardines and Cravenetted Topcoats for the coming season. They possess our usual features—styles, elegance, and money value above the average. If you have not seen our double protection "Rudge" Model, write us for information.

FELS LIMITED

Dubrule Building
MONTREAL

"If It's from Fels it Sells."

THE FAMOVS HICKOK BELT MAKERS



Spring Belts and Buckles

Many new and strikingly attractive, popularly priced patterns go to make up the Spring Line of HICKOK Belts and Buckles, made by "The Famous HICKOK Belt Makers." Beautifully designed buckles in hammered patterns, with hand-burnished initials and borders, and distinctive engine-turned designs with cut-out initials, are but a few of the many fascinating HICKOK creations that will build volume sales for HICKOK retailers.

The New BELTOGRAMS

Don't fail to see the new HICKOK belt watch chains. Every one bears the mark of HICKOK QUALITY, in both design and workmanship. Many of the patterns match HICKOK buckle designs perfectly. Carry BELTOGRAMS with your regular line of HICKOK Belts and Buckles and double your HICKOK business this year.

Our salesmen will show you the complete HICKOK Spring Line. WAIT to see it — and you will be glad you did. ORDER ENOUGH.

HICKOK MANUFACTURING CO., LTD.
Combined Factories Largest in the World
Manufacturing Belts and Buckles
33 Richmond St., W., TORONTO, ONTARIO

New York
200 Fifth Ave.

Chicago
424 So. Wells St.

U. S. Factory
Hickok Mfg. Co., Rochester, N. Y.

HICKOK
Belts & Buckles

THE NEW WAY SYSTEM

The New Way store of R. H. & J. Dowler Co., Windsor, illustrating how perfect stock keeping is induced.

The Sensation of the Textile Products Exhibition

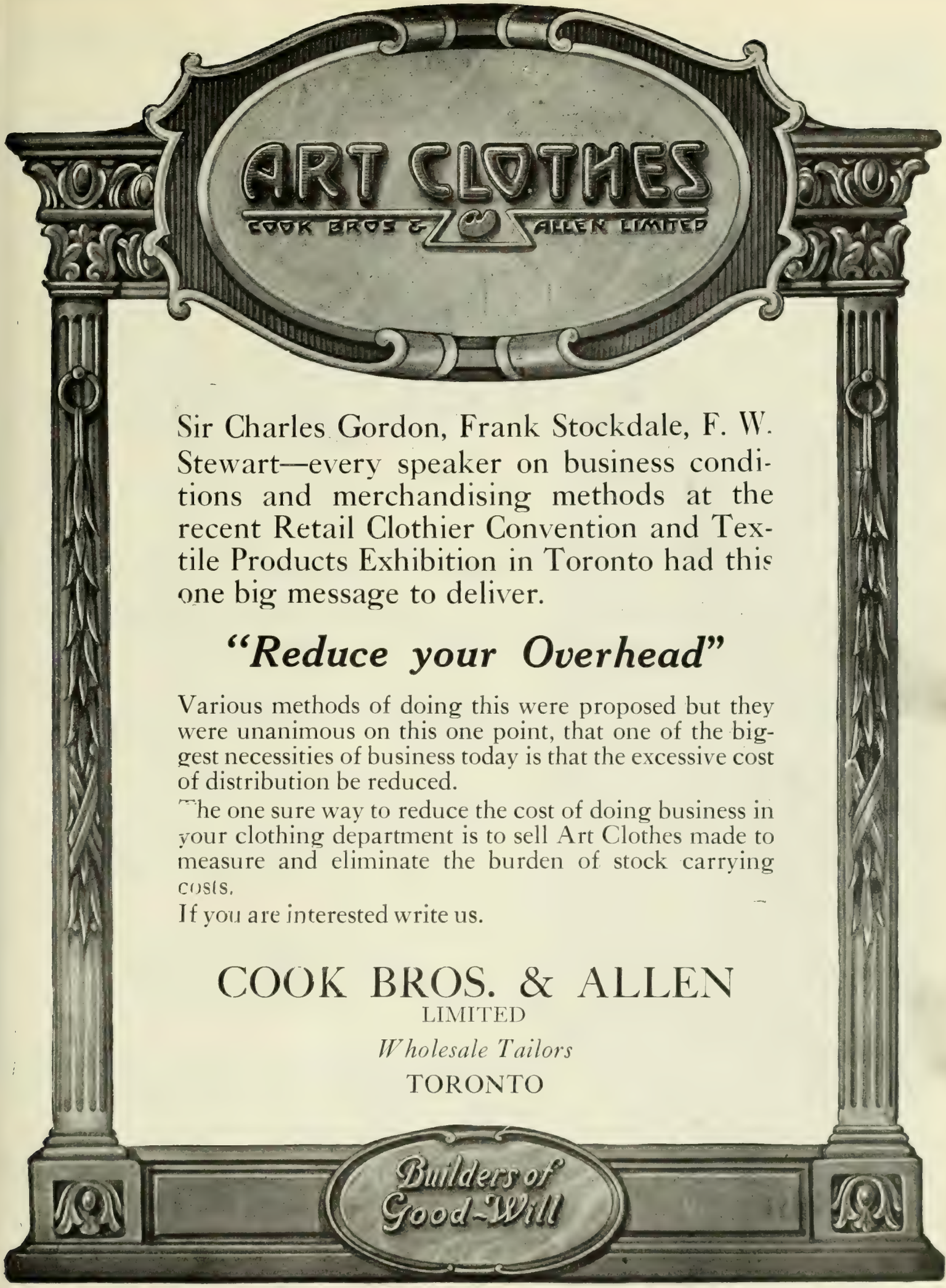
The New Way system of Store Fixtures as shown by samples, slides and films at the recent exhibition, was an education to the Retail Trade in making profits and saving expense.

We will be glad to send literature explaining same to any one desirous of increasing sales or reducing expense.

JONES BROS. & CO., LIMITED

29-31 Adelaide St. W.

TORONTO, ONTARIO



Sir Charles Gordon, Frank Stockdale, F. W. Stewart—every speaker on business conditions and merchandising methods at the recent Retail Clothier Convention and Textile Products Exhibition in Toronto had this one big message to deliver.

"Reduce your Overhead"

Various methods of doing this were proposed but they were unanimous on this one point, that one of the biggest necessities of business today is that the excessive cost of distribution be reduced.

The one sure way to reduce the cost of doing business in your clothing department is to sell Art Clothes made to measure and eliminate the burden of stock carrying costs.

If you are interested write us.

COOK BROS. & ALLEN
LIMITED
Wholesale Tailors
TORONTO

Builders of Good-Will

Make sure that *you get* the *Genuine* in order that you may *give your Customers* the *Genuine*

It is well to remind Merchants and Manufacturers that "Cravenette" Regd. is a ***process—not a fabric.***

Any cloth which has been made ***shower-proof*** by the "Cravenette" Regd. process is a "Cravenette" Regd. cloth.

Any coat made of cloth shower-proofed by the "Cravenette" Regd process is a "Cravenette" Regd. coat.

All genuine "Cravenette" Regd. goods bear this mark —either on every yard or inside the garment. When you order "Cravenette" Regd. Cloth or Coats, see that they carry the "Cravenette" Regd. trade mark.

REG.d TRADE MARK
Cravenette
PROOFED BY
THE Cravenette Co. Ltd.

THE
BRADFORD DYERS' ASSOCIATION, LTD
BRADFORD
MANCHESTER
6 OXFORD ST
ST PETERS SQ
LONDON
128 & 129
CHEAPSIDE E.C.2.
BDA
(COPYRIGHT)

Make Your Work Clothes Out Of *This* Cloth

Your jobbers and dealers are hungry for any kind of Work Clothes made out of Stifel's Indigo Cloth.

They ask you for them—*because* they know garments made out of this cloth have a faster turnover and hold customers *satisfied.*

All the big Overall and Work Clothes manufacturers use this famous cloth for their famous brands—because it helps sell their line and because its *STRENGTH* of fabric and color has made it the standard for over *75 years.*

Another thing about Stifel's Indigo Cloth:

the trade mark is advertised.

This trade mark stamped in the cloth will add *selling power* to your own trade mark on your garments.

Your customers are going to ask you for Work Clothes made of this great cloth. We'll be glad to tell you more about it any time you write.

Look for this boot-shaped trade mark stamped on the back of the cloth. It's your guarantee for *Strength.*

Stifel's Indigo Cloth

A sturdy tough weave dyed a beautiful fast blue. And specially printed so that the white dots of the stripes and other patterns will not break. Write for samples.

J. L. STIFEL & SONS

Indigo Dyers and Printers

Wheeling, W. Va.

New York **Baltimore**

Grenadine

The Season's Most Fashionable Cravat Silk

Pure silk grenadine weave with contrasting colored figures forming neat rich handsome effects.

On black, navy, and green grounds made into the correct shape, priced at $14.00 the dozen.

A. T. Reid Compa

TORONTO

Makers of Neckwear of th

Service

Your first consideration is style and quality, then the service that the manufacturer is prepared to give you. By this we mean—delivery on time; fit guaranteed; finished garments, worth the price; character in every garment; square treatment; mail or rush orders receive special attention.

We still have a few openings for agencies. If you are interested write us at once.

WM. H. LEISHMAN & CO. LIMITED

192-4 Spadina Ave.

TORONTO

Makers of the Best Tailored Garments for Men

Lang Shirts for Spring

OUR idea of service this season is to have in stock ready to ship at a moment's notice the snappy new patterns and colorings. We are doing this and doing it right, so if you are in need of shirts for immediate selling we can assure you we have the right stuff.

There are neat checks so much desired, with collar to match and some very new things for better class trade in French percales and of course an abundance of stripe patterns in all colorings.

An excellent assortment of collar attached outing shirts for summer trade. This is the style you were short of last season. Order now to insure your stock for season's business. Look over your stock of Boys' shirts and blouses. Then let us know your wants; we have a nifty range for the boys.

The Lang Shirt Co., Limited

KITCHENER -:- CANADA

The Master Hat of Canada

We wish to draw to your attention the

Biltmore Velour

We were forced to work our factory overtime all last fall. In our range of samples this trip we are showing many new shades that are fast to light. We are anticipating double the business on this class of hat for the Fall and will equip our plant to take care of your wants. Our exhibit in February at the King Edward Hotel, Toronto, has been the talk of all merchants.

Biltmore Hats Limited
GUELPH - ONTARIO

THE ARROW

INTRODUCTION for SPRING

ARCHER

A NEW KIND OF ARROW COLLAR

A new style and new construction
A comfortable wearable good looking collar
that just snuggles the knot

READY APRIL 1ST

CLUETT PEABODY & CO. OF CANADA LIMITED

ACME
TRADE MARK

A Smart Model for Boys

MACKINAWS

The line on which our salesmen are now booking orders for Fall is the finest ever produced in Canada—greater variety of patterns, better materials, finer workmanship—and yet priced more attractively than ever before. These Mackinaws are taking the trade by Storm!

Also carrying

ACME PELTERS
Reversible Leather Coats

Chappie Coats
Ulsters
Ulsterettes
Sheeplined Coats

ACME GLOVE WORKS
LIMITED
MONTREAL

That distinctive touch of Style

is there in

The BROCK Hat

MADE IN BROCKVILLE, CANADA.

A Canadian Achievement

THE WOLTHAUSEN HAT CORPORATION LIMITED

Head Office and Factory: BROCKVILLE, ONT.

SALESROOMS:

Montreal, Mappin and Webb Bldg.
Toronto, Cosgrave Bldg.
Vancouver, 315 Bower Block.
Winnipeg, 228 Curry Block.

If you want the Combination of:

Quality Economy & Beauty

In your stock for Spring selling--or special orders see the "Tutt" line before placing. It includes every worth while style of the hour.

Inspect our lines; they cannot fail to interest you.

Ready Tailored **Tailored-to-Measure**

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

FOR PARTICULAR MEN

WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET EAST

TORONTO

Place Your Order Now For

MOYER BASEBALL UNIFORMS

Style No. 1
V Neck with silk braid trimming and felt inset collar

Style No. 4
Military collar with felt trim

Style No. 5
V Neck with felt trim and collar inset

Style No. 12
Felt peak and button with eyelets

Write For Folder of Complete Range

Style No. 13
Felt peak and button; no eyelets

Style No. 14
Any Two Colors

You can easily get the worth-while profits which come from selling uniforms to local baseball teams.

Our styles and patterns appeal to the players. We supply shirts with any monogram or lettering desired. Our complete illustrated folder shows all our various designs. The special order blank and measurement chart which we send with the folder make it easy for you to get everything just right.

We will also send, on request, samples of the materials.

Keep in touch with us. Any inquiries from your vicinity will be referred to you.

Our range includes three grades — Junior, Intermediate and Senior.

Style No. 10
Any Two Colors

A. W. MOYER & CO.

Also Manufacturers of

Bathing Suits - Soccer Uniforms - Boy Scout Uniforms

124 KING ST. W., TORONTO

Announcing

Skill Craft

Made-to-Measure Department
Service — Value

These two essential features are the foundation of our newly organized Made-to-Measure Department.

For DISTINCTIVE HIGH GRADE VALUES—at medium prices—we have an enviable reputation which is strengthened with each season's business.

Our idea of SERVICE is to keep a constant and careful watch on the material market so that our AGENTS can always depend upon receiving samples of the best in values and newest designs in colorings.

SPRING AND SUMMER OUTFITS are ready for shipment.

We are open to appoint selling agents where we are not already represented; we would be glad to have your enquiries.

Our travellers will soon be on their Respective Territories with newest models for the Fall Ready-Made Business.

THE PUNCHARD-BIRRELL CO.

549 King Street West
TORONTO

"Consistency"

—a factor in business-building

IN ITS business relations with the public, this institution has ever been consistent —sensing keenly the obligation to the dealer, and the dealer's customer—the ultimate consumer; and though prices may vary as the result of world-wide readjustment, the high standard of Society Brand tailoring remains consistently the same.

Society Brand Regular Advertising Campaign is now appearing throughout Canada.

Society Brand Clothes

FOR YOUNG MEN AND MEN WHO STAY YOUNG

SOCIETY BRAND CLOTHES, LIMITED,
MAKERS MONTREAL

Men's Wear Review

VOL. XII. MARCH, 1922 No. 3

"Making the Dollar Work Faster"

Frank Stockdale, Business Counsel of Chicago, Mentions Forts That Should be Used to Fortify Profits in Business—Man Who is Waiting for Conditions to Right His Business Will Get Left—Too Many Merchants Wrap up Their Merchandise With Reputation and Both Leave Store at Same Time

"MAKING the dollar work faster" was the subject of the address given by Frank Stockdale, the well-known business expert of Chicago, at the afternoon session of the clothiers' convention on Tuesday afternoon, February 14th. Mr. Stockdale built a number of "forts" around that which every merchant was seeking to protect during these days, namely, "profits." These "forts" he roughly divided into two classes—buying and selling—and in the course of an address which was listened to with rapt attention, he sought to show how "profits" could be protected by the adoption of wise buying and selling policies.

Look Out For Yourself

Certain organizations were getting out after business and were getting it, said Mr. Stockdale. In his opinion we were in an era when it was up to each individual to look after himself so far as business was concerned, and the man who waited for conditions to right his business would find out that he had something else in store for him. Some men seemed to think there was a password to the secret of getting business; as a matter of fact this secret was the widest open book that had ever been laid before men.

Volume

The first essential under present conditions was to get volume. There were two ways open to the merchant, either step backward or step into the breach and go forward. There were many retail merchants who were, doubtless, staying away from this convention to save their expense money. He agreed that it was all right to cut expenses, but some merchants might be missing the opportunity to discover the very means they were seeking to meet their problems.

The speaker cited the case of the man who was doing $100,000 business with an overhead of 25 per cent, or $25,000. In this store only one thing has happened; instead of doing $100,000 business he is getting only $80,000, while his expenses have remained the same. This meant that it was costing him 31¼ per cent. to do business, as opposed to a former 25 per cent., or a difference of 6¼ per cent., or 6¼ cents on every dollar's worth of business done. Nothing has happened in this business except that volume has fallen off. Fixed expenses have little to do with volume; items such as rent, insurance, taxes, heat, light, depreciation, interest on investment could not be cut down and when this was said practically all was said with regard to cutting down fixed expenses. Salaries, advertising, display, the cost of selling—these could be cut down if the merchant was willing to take the consequences. But if the selling cost were cut what would happen to volume? In this man's store there was as much work involved in selling $80,000 worth of merchandise as when they sold $100,000 worth. Now, the merchant had either to cut the selling costs or go out after more business, greater volume. The wise merchant did not want to cut his selling costs; therefore, he had to get out after greater volume.

Sales Quota

Mr. Stockdale advised that every merchant should use a sales quota in running his business. There should be a definite objective; there should be a de-

MEN'S WEAR REVIEW TO RUN ARTICLES ON CARD WRITING

Card writing to-day is an art. To properly convey the message that should go with the show card, it will no longer do to roughly cut off a piece of cardboard and scribble a few words and figures on it. Such a card with delicate fabrics, the season's latest fashions in a dozen lines of merchandise is almost as destructive of this merchandise, in the eyes of the passerby, as if a bottle of ink had been splattered over it. Not only must the show card convey an appropriate message, but it must convey it in an artistic, well-wrought style, if the merchandise is to be enhanced in value rather than detracted from by the show card.

Believing that Men's Wear Review can serve its readers in a very practical way and be of service to many clerks throughout Canada, we have made arrangements to run a series of articles on show-card writing. This series will be extended over a number of months, and will begin with the very fundamental of card-writing, how to hold the brush, how to make strokes, how to do the simplest things that finally lead to proficiency and expertness in the art of card-writing. The series will be accompanied by illustrations that emphasize the message to be conveyed to the reader on this very important subject.

WRITTEN BY EXPERT

The writer of these articles will be known as "Jalexo." His fitness for the task can be briefly told. He is on the advisory staff of the Kwik School of Show-card Writing of Toronto, and gives instruction and prepares lettering for the courses that are taken up at this school. A few months ago, he gave a series of lectures at the Toronto Y.M.C.A. on show-card writing, a series that was enthusiastically received by those who took advantage of it. He has made a professional study of this subject and is well qualified to take hold of a beginner and make a skilled workman of him in show-card writing. While this course is running, any reader of the paper who wishes to ask questions of "Jalexo" is invited to do so through Men's Wear Review. A letter addressed to "Jalexo" in care of Men's Wear Review, University Avenue, Toronto, will reach his hands and receive his immediate attention.

This course will commence in the April issue of this trade paper. There is an article from his pen in this issue on Easter cards, but it is not one of the series. In view of the desirability of having appropriate cards for Easter windows, we have asked him to prepare this special article.

finite objective for the same reason that a football team on the field had an objective every ten yards of the way down the field. There should be a tentative quota for the whole store. If last year's quota was high enough set it at that; if not, set it higher so that sufficient profit would be in sight at the end of the year. A definite quota should be fixed for every line of merchandise carried; if there were two lines, have twenty quotas. Then if sales fall down, you know when they fall down and how much.

The second step in carrying out the sales quota was to call the senior salesmen around and give them, say, each five lines to look after. Tell them it is their job to hold up the quota and to see that they get it during the year. Suppose, for instance, the quota says there shall be $8,000 worth of shirts sold during the year. That should be divided into months. If it falls down any one month, there will be no question then about window display, about advertising. If this quota falls $1,000 the duty before the merchandising man is to get after shirts in advertising and window display so that the quota may be maintained.

Stock Limits

One of the forts necessary to protect profits was the stock limit which meant that there should be an absolute control of the stock in the store. To illustrate his point, the speaker cited the case of a stock of shirts. This department was supposed to do $8,000 worth of business during the year, which would mean an expenditure for stock of approximately $5,600. Taking it for granted that this stock would turn over three times during the year, it would mean an average stock of $1,700; in other words, it should never be lower than $1,200 and not higher than $2,400. Stressing the necessity of a definite limit on stocks at all times, Mr. Stockdale pointed out that the profits at the end of the year were not always represented by a figure in the bank book, but by merchandise on the shelves which might shrink materially if the time came when ready cash had to be secured for them.

Still another fort to protect profits was expense. There should be an expense fixed for each line. If the total margin was $25,000 and the total cost of doing business was $20,000, this left $5,000, or a net of 5 per cent. If the expenses came up to near $25,000, with a $25,000 margin, it would be necessary to go back to examine the margins very carefully to where they were falling down.

Selling Forts

The first selling fort mentioned by Mr. Stockdale was "buying." Goods well bought were half sold and he pointed out that the buyer had a good deal to do with the selling of the merchandise in any store. By means of a chart, the speaker showed that the average stock was high at each end and low in the middle; in other words, when the greatest selling was in progress the stock was nearest its low mark. His contention was that this chart, representing buying and selling during a given period of months should show parallel lines both up to and receding from the highest point which showed the greatest selling period.

Another fort was display. He believed too many merchants gave disproportionate attention to window and interior display. Glass, he said, was a poor conductor of sales, and he warned merchants not to be afraid to get too many goods out on the counter for customers to see.

Advertising was another fort. There was only one defence against advertising, that was, the offensive. Nothing could be done to keep the outside advertiser out. The only defensive was the offensive. If the advertiser solicited trade from your customers meet him on his own ground; that was the only way to do.

If advertising was the artillery of business, personal selling was the infantry. In war, if a point is not taken by the infantry and then consolidated, it can't be held. The same holds good in business. If the selling force does not consolidate the point taken by the advertising manager, business cannot be held.

Policy was the last fort mentioned by the speaker—the broad policy on which the business was founded. Responsibility should be apportioned; this would bring out the best in any man. But this should not be given unless there was a system of checking it. Proper division of responsibility made for better co-operation in the store.

In conclusion, Mr. Stockdale spoke of the honest reputation merchants should build up in their business. Too many merchants, he said, wrapped up their merchandise in their reputation—both went out of the store together.

The Thorold Tailors have commenced business in Thorold, Ont.

THE NEW ASSOCIATION OFFICERS

President—R. F. Fitzpatrick, Toronto.
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Special Representative on Dominion Committee of Retail Clothiers—Ed. Mack, Toronto.

"THE MALL"

The "Mall" is one of the new fall styles created by Cook Bros. and Allen, Ltd., of Toronto. It is a very large, roomy overcoat, adapted for either street or motor wear. It is made up in a reversible cloth and is very effective in a large over-check which gives it an even larger appearance on the wearer. Note the very wide lapels and the patch pocket. It is a thoroughly English style, even to the method of turning the end of the belt underneath as shown in the illustration.

The Style Tendencies for Fall 1922

In Suits and Overcoats a Little More Jazz Will be Seen—Some of the More Conservative Houses Are Taking It Up—Think the Cuffless Trouser Will Not Have Much Chance Here—A Kimona Development in Overcoats—Costs Not Likely to Vary Much

WHILE a number of designers in the Toronto clothing houses are not very far advanced with their fall models at this time of writing, their ideas have assumed a sufficiently definite form to get a pretty fair idea of the outlook for the fall and winter season. As usual, any new development in the world of style has in view particularly the young man. For formal dress or for men as differentiated from "young men," innovations are not very noticeable from one season to the next. This is a reliable quantity from one season to the next, year in and year out. Conservatism in dress is, after all, a matter of years; when a man has said good-bye to his "twenties" he still wants to be fashionable but it is that type of fashion that does not draw attention because of some extreme cut, a new waist line, or a different seam or shoulder. He wants to be "well dressed" without being at all conspicuous.

Developing Jazz

Fall and winter of 1922-23 will not vary in its offerings of style from this well known principle of dress. The things that are particularly new are for this particular young man. The indications are that "jazz" will have its innings to some extent. It is going a little farther than the last season, this jazz idea in clothes for young men, and some of the very conservative houses are showing some rather extreme jazz models. In suits, there are some coats that begin to break away into a skirt effect almost from the shoulders, that is, looking at them from the front view. Button decorations figure on them. There are others that have pleats at the back of the coat, with a slit of considerable length. There are little variations here and there in the jazz models that give them a distinctiveness and are designed to appeal in a particular way to the young man of fashion. Whether or not the jazz model will reach its height during the next season remains to be seen. A very conservative designer stated to Men's Wear Review that it was hard to tell how styles are going to develop during the next year. "When well-known conservative houses are putting out jazz models where will it end?" was his indefinite conclusion of the whole matter. One thing is certain—retailers will see a variety of jazz models and it will be for them to analyze their respective fields to find out what the market is for these extremes in style.

The Cuffless Trouser

Designers are not of the opinion that the cuffless trouser will make much headway, at least for some time. They question if it is good business either for the retailer or for them. Orders for two pairs of trousers usually include one of each. While there is a difference of opinion as to whether or not two-pant trousers are good business, the fact remains that customers seem to like them and, in the United States, there are retailers who claim that they get better business out of this custom than if they sell only one pair. The view of the customer cannot be overlooked, and especially at this time when he is looking for wear in his clothes. Another designer pointed out that pressing and cleaning parlors were springing up all over the country to cater to the man who is having his clothes pressed oftener, patched oftener (it may be.) With constant pressing, there is bound to be a certain shrinkage of the trouser leg. With a cuff pant this shrinkage, even though it reaches nearly an inch, does not materially affect the appearance of the trousers. That would not be the case with a cuffless trouser. It could not stand the shrinkage and still retain its appearance. Toronto houses are not figuring much on the cuffless trouser.

A Kimona Overcoat

One of the developments in the overcoat model is the kimona coat, though it will parade under different names. But it is well named a kimona coat, for it slopes away from the shoulder, looks broad at the seat and is made of a soft texture in cloth. Some of the models have the one seam running off the shoulder down the arm with none in the back of the coat at all. Others have no seam in the back but one just a trifle in front of the shoulder. This overcoat will best suit a man with sloping shoulders rather than the squarely built man. But the general style tendency closely follows those of last year. There are some variations in lapels, though not many. Big coats with Raglan shoulders will be seen in profusion and, in the long run, will probably be the best sellers. The large, loose overcoat will have a big call.

In Materials

In both suits and overcoats, materials are drifting to lighter shades. Many over-checks will be shown in overcoatings and shades of brown will be more familiar than they have been. Cinnamon brown will be seen in a number of patterns. The large overcheck will feature prominently. In suits, colors are distinctly on the lighter shade.

The Cost

There will not be a great difference in the cost for the fall and winter season. In serges and botany cloths there have been recent advances and manufacturers have paid more than they paid six months ago. But the tendency is to keep the prices as stable as possible. There is practically no change in the labor situation with the garment workers. Out of recent meetings has developed a very amicable relationship between the garment workers in Toronto and the Amalgamated Clothing Manufacturers' Associations, so amicable, indeed, that it is not expected there will be any noticeable change in the scale of wages for another year. Some of the manufacturers state they will fight any further decreases in the workers' wages with living conditions as they are at the present time. They are definitely committed to the idea that they do not want the standard of living amongst the workers to go back to anything like it was before the war. They think the present wage paid is as it should be with living costs as they are now. Any further change in the scale, they say, will depend upon the fluctuations of the index of the cost of living.

INAUGURATED FREE INSURANCE POLICIES

Society Brand Clothes of Montreal have recently inaugurated a free life insurance policy for the benefit of their employees who complete a period of continuous service varying from three months upwards. That this type of welfare work is vitally essential to all large concerns is now widely recognized and its real value was put to a concrete test in January last, when a valued employee of Society Brand Clothes died, leaving a widow and family almost destitute. The firm immediately had a policy amounting to nearly $1,000 paid over to the widow, who knew nothing of this insurance scheme and who was in consequence relieved of much anxiety and misery.

According to the firm, the scheme is arranged in this manner, all premiums being paid by the company.

Three months and less than six months	$500.
Six months and less than 1 year	600.
1 year and less than 2 years	700.
Continuing to 9 years and over (maximum)	1,500.

Lord & Taylor's, New York, Get Golfer's Trade: Ideas That Have Brought Success to "Man's Shop"

The Golfer Must be Reached by Unusual Methods—A Circular Designed Especially For the Golfer—Special Appeals For the Changing Seasons—the Appeal to Style—Do Not Advise Carrying Accessories

We have frequently written articles pointing out the desirability of getting after the golfer's trade and assuring retailers that good profits were to be had if the business were properly gone after. The accompanying article written by our Montreal correspondent after a personal visit to Lord and Taylor's of New York, contains many useful suggestions for the Canadian retailer. Their methods of getting in touch with golfers, of giving special service to these busy men, of catering to their vanities in connection with the proper dress on the golf course—these are points that can be digested and utilized by many Canadian retailers who are looking for new ideas of getting after the golfer's trade.

ONE OF THE most talked about and much frequented men's shops in New York City, is "The Man's Shop" at Lord & Taylor's on Fifth Avenue. Nobody can place a finger on any one branch of its manifold services and say "Here is the reason why this business is successful," because its success has been built up by entirely different methods than those which are most familiar to us in Canada. They have a theory in the Lord & Taylor store that "style" is the one thing paramount, the one element that makes merchandise desirable, and they insist that men's clothing and furnishings can be sold to men on precisely the same basis upon which women's trade is founded, namely showing only what is newest and most fashionable and merchandized in a way to reach that bump of vanity common to both men and women.

A very celebrated authority on men's wear merchandising has defined style as follows: "Style is a harmonious combination of something new in line, design, weave, pattern or color with what is already accepted as correct in dress—and to be correct, style must have an authoritative source." This is part of the creed of the Lord & Taylor Man's Shop and from the tiniest collar button to the most complete outfit of clothing an atmosphere redolent of correctness in masculine attire is hall-marked on everything.

On Tenth Floor

In order to describe fittingly the various forms of service rendered by this store, which by the way, is located away up on the tenth floor of the Lord & Taylor Building, and reached by swift express elevators which do not stop on the way, mention should first be made of the publicity methods employed to interest customers in the merchandise. The newspaper is of course the first and foremost medium employed each day to keep the "Man's Shop" prominent before the masculine eye, wherein is to be found copy of more than unusual merit and individuality, characterized by the idea that style is vitally interesting to men, and that goods will be bought by men because they are new, smart and correct, not merely because they are actually needed. This type of advertising has an irresistible appeal to New Yorkers, who awoke with a start from a life-long apathy regarding style criterions as advocated by stores in general, and began to sit up and watch what Lord & Taylor had to say about clothes and to govern themselves accordingly.

When you stop to consider the question, it does seem extraordinary that a mere department of a woman's store could, almost overnight, assume a position of prominence in such a city as New York, where styles are really born and where the standards of correct dress are created by the frequenters of Wall Street and upper Fifth Avenue. And it is still more remarkable that it could become noted as a style mentor throughout America within the short space of a year, the sum total of its existence. But the fact is undoubtedly true and proves conclusively that if a store can build up a reputation as an authority on the correct in men's dress, it will be successful beyond all expectation.

How Golfers' Needs Are Supplied

With such a sound foundation for all round success, the Man's Shop has sought still further ways of strengthening and elaborating its various forms of service. During the spring of 1921 it decided to go after golfers and to feature the requisite merchandise needed by devotees of the links in the same manner which they so successfully put over in a general way are, of course, peculiarly suitable to large cities, but modified methods are easily worked out to apply to smaller towns as well. Here is the story of how it was done, as related by Charles Joseph Dunn, the manager of the Man's Shop, to a staff member of Men's Wear Review.

Unusual Merchandising

"Golfers in general are wealthy men," explained Mr. Dunn, "and in our particular clientele, the usual forms of merchandising would not do at all. If, for instance, we sent out ordinary circulars relative to golfing attire, they would be probably destroyed by the secretary of the man we had written to, before he saw the message. The commonplace is avoided in our business in every instance. We decided last spring upon something rather unusual, based upon the fact that all of us have a weakness to see our name in print, and so we evolved the idea of preparing individual personal circulars based upon a mailing list of selected names chosen from the membership lists of as many clubs in and about New York as we could obtain. This was very difficult to do, for the reason that membership lists are not easy to obtain, as members do not loan them or permit them to be used for any purpose connected with business. It does occasionally happen, however, that a customer or a personal friend is quite willing to allow us to have such a list on condition that it is quite confidential. And as the average list comprises about 350 names of active golfers, it is practically priceless to us. It is calculated that we sent out about 12,000 such circulars last season, each of which bore the printed name of the recipient on the front page with an inscription as follows:

Mr. John James Smith
Golfer

As a golfer, you will appreciate the character of the full line of golf clothes and accessories of golf attire, shown by the Man's Shop, atop the Lord & Taylor Store. We invite your early inspection of our

Golf Suits	Golf Hose
Golf Shoes	Golf Neckerchiefs
Golf Shirts	Golf Balls

Advertising Circular

"This circular," continued Mr. Dunn, "also featured a real 'close-up' of Walter Hagen, our Open Champion golfer, an original cartoon by Briggs, which was done especially for us, entitled 'And then he took up golf,' and a two page article on 'The Old Days of Golf,' by Grantland Rice, also exclusive to us. The rest of the folder was profusely illustrated by sepia half tones showing various items of apparel and accessories, together with a brief essay on the subject of our special service for golfers.

"Now as you may imagine these folders were very expensive and elaborate but I can say that they were the most successful idea we have yet thought of.

I feel sure that we have got back 100 per cent. results and our golfing department is now a firmly established, unqualified success. The whole idea hinges on the fact that the man's own name, linked up with his favorite game, and the whole presented in an artistic and interesting manner, will arrest the attention of the most conservative personality.

A Mailing List of 30,000 Golfers

"This spring we are planning to issue about 30,000 of these folders which are handled for us by a concern which relieves us of the trouble of securing the written and pictorial matter, but which of course receives full instructions from us in the matter. We are also featuring this personalized circular in our other departments as well, sending out one regarding our footwear, another on our Christmas gifts (addressed to women only,) and a general one in between times. We never use the same mailing list for these various circulars, but obtain membership lists from such other clubs as the Engineers' and Bankers' Club, and the various smart uptown men's clubs. We follow the same plan in these folders as in the golfers' circular, namely, to begin by printing the recipient's own name, such as 'Some Shoe Hints for Mr. William Henry Blank," and illustrating it by photographs of real merit, using prices occasionally.

A Fall Leaflet to Golfers Too

"But to return to the golfers' circular, I should have said that we also issue another leaflet in the early fall, which is generally done in a simpler style and mailed to the same list of golf players. This folder is entitled 'How is Your Golf Wardrobe for Early Fall Playing?' and alongside we quote a suggestion list of articles which will probably be required when cooler days arrive. Hot weather attire then becomes very unsuitable and as enthusiasts keep up play until away along in November, heavier apparel becomes a necessity.

Be Ready in March

"I would advise retailers to be all prepared with their campaign for golfers' trade by the end of March, if the weather appears to be at all seasonable, beginning by a good showing of window displays and pointed advertising in the papers.

Few Accessories

"We do not advocate the carrying of any other accessories or equipment other than golf balls in the Man's Shop for that properly belongs to sporting goods departments, but the balls are such a necessity and are more often needed than any other item, that we feature them prominently in show case displays throughout our golf apparel section. Four-piece suits are exceedingly popular with well dressed New Yorkers, for the reason that the knickers can be left out at the club or in a club bag at the office while the rest of the suit is worn at business. Knickers are not worn down town by the best dressed men. We have a dressing room of course, also, for the convenience of customers who wish to make a change into golf clothes here, before catching the train."

Style is Essential on Links

No comparative prices are permitted to appear in any of the publicity matter appertaining to this shop. Prices are used at ordinary times and omitted for special occasions. Another point brought out by Mr. Dunn was that golfers in general nowadays pride themselves upon dressing correctly upon the links and no longer go "the round" clad in any old cast-off garments. There is undoubtedly a style recognized upon the links in connection with golfing apparel, just as in clubs or balls, and the keynote of this style is correctness. Golfing attire is not necessarily loud, peculiar and unconventional but the contrary, the best dressed men on the links in New York prefer clothes which are inconspicuous but absolutely comfortable, such as Scotch tweeds, shaggy sweaters or knitted jackets, neckerchiefs instead of collars and regulation "Tom Logan" shoes. Such customers likewise want prompt attention and service, for moments are few and precious.

Special Delivery Service

The Man's Shop has originated a splendid plan which saves innumerable minutes to busy men and is proving to be an important business getter. This idea consists of an instant delivery service upon receipt of a telephone order, by special messenger, either to a given address or else the messenger will meet the customer at his train with the parcel ready. Again, the merchandise will be sent direct to the club house no matter where it is located. The messenger at the train has proved to be a really valuable idea and possibly the sight of a smart boy in Lord & Taylor's uniform waiting with a well wrapped box at the gate, has something to do with the popularity of the plan. At any rate, telephone calls from golfers are one of the biggest parts of the daily routine of the Man's Shop, and admirably carry out the store's policy to render "royal service" to the man who buys his golf clothes there.

REAL SERVICE TO GOLFERS

Lord & Taylor's of New York aim at giving real service to golfers in that city who look to them for clothes for the links. Here is their service ambition:

The golfer appreciates service. Though a man may subject himself to severe stress and discomfort in business, that same man, for perhaps that very reason, indulges himself in extreme mental ease in everything pertaining to his game of golf. He wants his mind free; he wants to think of one thing only: the ball. That is golf.

This ease should start at the store at which he buys his golf things.

Therefore knowing the mood of the male golfer, we make an unusual effort, even for The Man's Shop, to extend a royal service to the man who buys his golf clothes and accessories of us. First, by offering selections from which quick and satisfactory choice can be made; stocks, in fact, which are already choice.

Second, by prompt attention, wrapping, and prompt return of change. Or by instant delivery by special messenger, should you wish to telephone your order. One of our boys will, if you wish, meet you at your train, in uniform, with what you want on your way to the course. Or we will leave what you say at your club house, wherever it may be.

Increase the pleasure of your game this season by playing it in new clothes of unquestionable correctness and comfort. Compromise in golf attire is unthinkable to the genuine golfer. Let The Man's Shop serve as your counsellor in these things, and then rest assured that you are wearing apparel above criticism—in which ease is inherent, and sturdiness assured.

Make The Man's Shop a part of your golf pleasure! Remember that express elevators add to the convenience of The Man's Shop, placing it within a few seconds of the street.

R. F. FITZPATRICK

Re-elected for a second term to the office of President of the Clothing Section of the Ontario Branch R. M. A.

Taking Advantage of One Festive Day of Lent: Truly Warner Uses Mi-Careme For Spring

Novel Window Displays of New York Hat Man Attract Much Attention—the Five-Foot Style Shelf—Making the Most of the Spring Carnival—is Opening New Store on 42nd Street This Month

By a Staff Member

THE Lenten season was ushered in this year on March the first, just at the psychological period to begin thinking about lighter clothing and new hats. Furthermore, the weather has been exceptionally mild and sunny in New York, with more than an imperceptible hint of spring in the air. There is something about the first sunny spring days as restless as the glare of a spot-light in showing up the ravages of winter in one's apparel, and one's fancy lightly turns to thoughts of something new from sheer necessity rather than from motives of vanity. Easter, however, is still a long way off and stores are not as yet featuring their pre-Easter displays lest the merchandise be an old story when the Lenten days draw to a close.

There is one retailer, however, who has discovered an original way of getting over this difficulty and manages to present to the hurrying crowds along Broadway and elsewhere the latest spring styles in headwear under a very original guise. He does not overlook the fact that winter is still lingering in the lap of spring and that Lent is not exactly the time in which to feature festive raiment, but he cleverly turns this very season to good account by featuring the one day out of the forty, which can be properly termed festive, namely, Mi-Careme or else Mardi-Gras, which ushers in the Lenten season. So one comes across his windows with a distinct shock of surprise and pleasure and stops dead to study the carnival effect of scarlet, gold, blue, green, purple and all the rest, as reflected by confetti, balls, masks, paper serpentines, and big colored balloons floating lightly in clusters here and there. A gorgeous show card lettered in black upon gold board announces that "the color and spirit of Mardi-Gras is revealed in these new spring styles," while another card heralds the display as being one of "Spring 1922 Style Secrets."

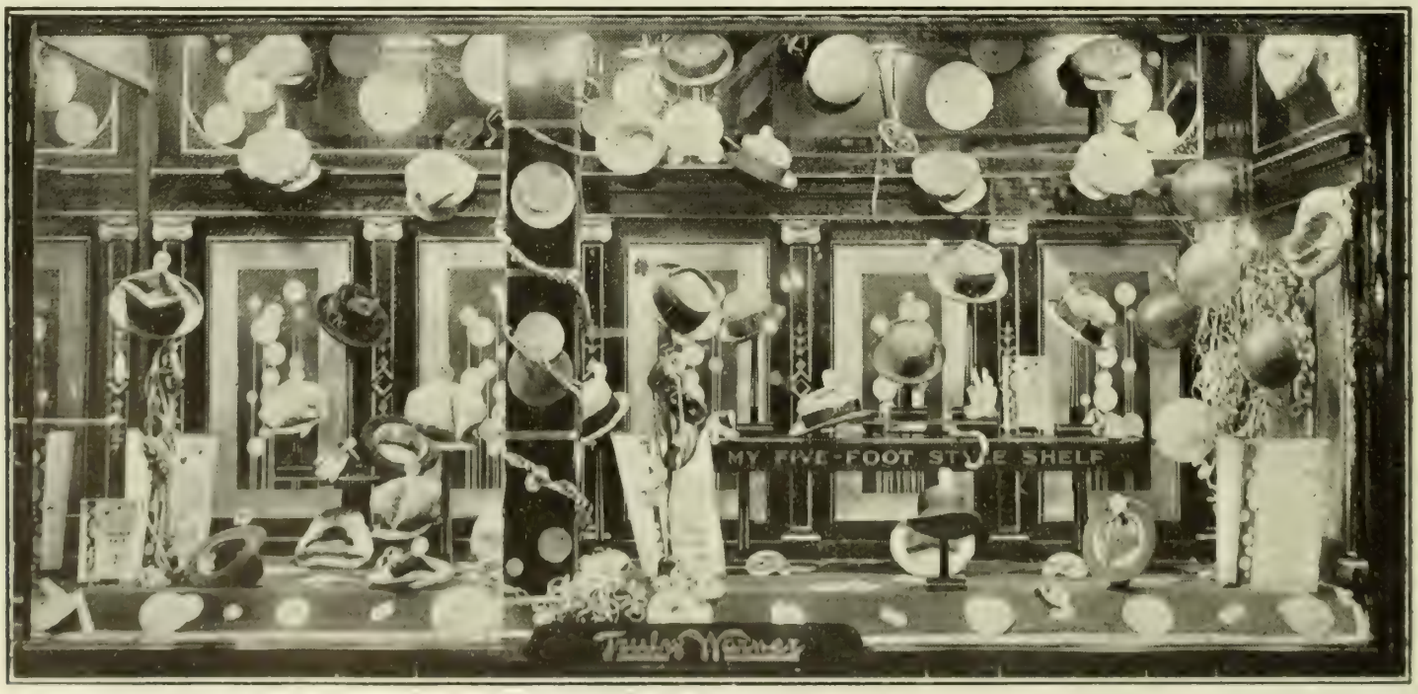
A 5-ft. Style Shelf

In the centre of this interesting window is placed a black and gold shelf exactly five feet long, upon which five ultra new models of spring felt hats are displayed upon stands. A small card announces the fact that these are "Five Style Classics on my Five Foot Shelf," and the name beneath tells the onlooker who is responsible for all this originality. Truly Warner is the name of this enterprising firm, known throughout New York, as the foremost hatter to men, and the public is thoroughly used to finding unusual, picturesque and arresting ideas shown weekly in his window displays.

In the accompanying picture some idea of how these displays were arranged may be obtained. It should be pointed out that the same idea is used throughout all the Truly Warner stores both in New York, Detroit, Pittsburgh and elsewhere, the Spring Style Carnival is being held contemporaneously in each of the shops.

Mardi-Gras—The Spring Carnival

In answer to a question put by some one interested in the why and wherefore of this type of display, one of the firm explained its origin after this manner: "The only notable days in February as a rule which can be played up in window displays in this country are Valentine's Day and Washington's Birthday. The former is not appropriate for a man's shop, savoring too much of children's festivities or purely social events. The latter in common with other anniversaries is purely a sentimental occasion and is not an appropriate choice to link up with such a showing as a spring hat display. But with the fete of Mardi-Gras or Mi-Careme, there are no such objections, and they are ideally suited for the initial displays of new merchandise. The blaze of bright colors, the carnival spirit and the hint of coming summer are just the right combination to feature during the pre-Easter



How Truly Warner celebrates the spring style carnival in New York which signalizes the mid Lenten season. Note the famous Five Foot Shelf to the right of the picture.

season and do not offend good taste nor in any way spoil the effect of the real spring opening a little later

"A spring style carnival should be a feature of every store in mid-Lent and the accessories essential to such a display are neither elaborate nor costly. Two dozen or so masques in varied colors, a quantity of colored paper serpentines, about a hundred colored and gilded disks of cardboard in different sizes, a half a dozen or so toy balloons and several well executed show cards, are all that is necessary to dress up a large window and carry out the atmosphere of revelry and gaiety."

Double Brown Diamond "Telescope" Crown

Truly Warner maintains his five foot shelf as a permanent display, upon which from time to time, he shows the newest arrivals in headwear. As will be noticed the leading novelty in this display is the "telescope crown" felt hat, which is insidiously gaining a foothold with frequenters of the gay white way. A very small and inconspicuous price ticket announces the fact that all hats are $2.85 each.

Mr. Warner is opening a new store on 42nd street this month which he says is to be the finest hat store in America and he intends to hold a housewarming as soon as it is completed. Even though the store is not yet ready, the carnival window is there just the same and a show card directs the would-be purchaser to the nearest shop in the vicinity.

A Display Which Startled Broadway

To Men's Wear Review, a representative of this firm stated that they had never yet featured a display which had called forth so many interested comments nor as much hearty praise as this one, and he felt sure that it opened up a new channel in connection with ideas for displays which would be seasonable but not in any way costly or difficult to execute.

H. BRIMMELL
Honorary secretary-treasurer of Clothing Section of Ontario Branch of R. M. A., elected for a second term of office at the recent convention.

Hickok Launches New Product

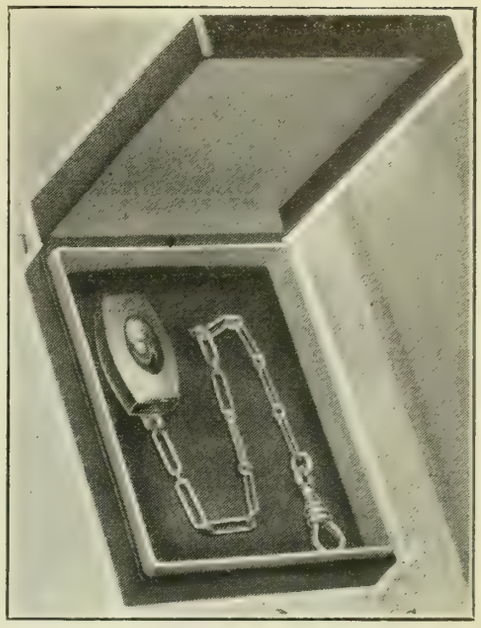
The Hickok Manufacturing Co. of Rochester, New York, makers of Hickok belts and buckles, have launched a new product—the Hickok Beltogram.

The beltogram is a watch chain that attaches to the belt and firmly secures the watch when worn in the small trousers pocket. The chain is attached to the belt by means of a slide device which encircles the belt and makes it absolutely impossible for the chain to become detached when worn. This feature affords a perfect means of protection to the watch, and especially when the vest is not worn.

The slide part of the chain that encircles the belt has much the same appearance as a Hickok belt buckle and the designs are similar, many being made to match Hickok buckle numbers. The same distinction of design and finish which has characterized Hickok belts and buckles for years is decidedly in evidence in Hickok beltograms.

A series of chains with initial, silver front slides is now ready for distribution, as well as a series with plain sterling silver slides, designed for the application of monograms, and a series with fraternal emblems. There are hammered patterns with hand-burnished initials and borders, and many engraved and engine-turned designs in the line.

The beltograms will be packed in attractively designed and finished, satin-lined boxes and retail for $1.50 and $2.00 each.



The new Hickok Beltogram being shown by the Hickok Manufacturing Co., Inc., of Rochester, N. Y.

A new Hickok novelty is the tan belt soon to be offered at retail. This line, being lighter in color, is regarded as thoroughly in keeping with the spring season. A buffalo hide belt made from leather imported from the East Indies is also to be offered for spring. One of the newest novelties just at this time is the lodge emblem buckle, introduced late in the holiday season. Although this novelty got away to a late start in the stores it gained immediate popularity it is said, and has since continued to gain strength.

"CO-OPERATION IN ALL BRANCHES OF PRODUCTION"

A happy thought found expression in cordial words of greeting on the evening of the manufacturers' banquet to the retail clothers of Ontario, Wednesday, February 15. The toastmaster, F. W. Stewart, of Montreal, asked the banqueters to endorse a message which they proposed to send to the stock breeders of Canada who were meeting in another part of the King Edward, the guests of the Canadian National Exhibition Board. This was the message:—

"Happy circumstances has brought together tonight under one and the same roof the representatives of two great departments of national industry—the stalwart and substantial sons of the farm and ranch, whose persistent effort over a long period of years has built up a reputation for pure-bred stock that places Canada in the forefront of the great agricultural nations of the world, and the producers and distributors of the varied products of the rapidly-expanding textile industries of the Dominion.

"Tonight we come in close contact personally; we unite in loyalty and devotion to our King and country; we applaud the same sentiments of faith in the future of Canada, hope for its prosperity, and charity toward one another and all men.

"Soon we shall return to farm and factories, warehouse and store, and points of contact will become farther removed. Yet our interests and associations will continue to touch and overlap in many places. May we not hope that a broad and generous spirit of friendliness and toleration will remain as at least one outcome of tonight's brief intercourse?

"Co-operation in all branches of production will build up a great nation in this vast Dominion. We are consumers of your products; you are consumers of our products. Let there be continued unity in our support, the one of the other.

"In your further deliberations we hope that much will be accomplished for the welfare of the great stock-breeding industry, and that you will all return home refreshed in mind and body and encouraged to go ahead toward still better and greater achievements."

Clothing Men Hold a Successful Convention: Hundreds Gather From All Parts of the Province

Many Subjects of Vital Interest are Discussed by Speakers—President is Given Second Term of Office—Talks on Advertising, Window Display, Outlook in Clothing and Furnishings For the Year—Place and Date of Next Convention Left for New Executive

THE annual convention of the Clothiers' branch of Retail Merchants' Association was held in the King Edward, Toronto, on February 14th and 15th. Every effort was made by the executive to secure a large attendance of retail merchants from all over the province and their efforts were considerably strengthened by the holding of the textile exhibition during that week. The list of delegates who registered (given in another part of this issue) shows that many hundreds of retailers came to the city, though some regret was expressed that they did not all avail themselves of the opportunity to participate in the deliberations of the convention hall. This constitutes one of the problems of the new executive—to co-operate in every way with the manufacturers in the holding of their textile show without impairing the success of either the show or the convention. Throughout the entire convention, President R. F. Fitzpatrick occupied the chair; and so well did the convention feel he had done his work that they elected him to a second term of office as president. Delegates expressed the opinion that one year was too short for a presiding officer in that he only had a sufficient grasp at the end of the first term to make him of much more benefit to the association during the second.

In the past, Men's Wear Review has usually given the full report of the various addresses in the first issue after the convention. Believing this is, perhaps, too much for that careful perusal of our readers, we are adopting a somewhat different course this year. We are dividing the convention report into two issues, giving verbatim reports of about half of the addresses in this issue and reserving till the next the other half. Those addresses being held over are briefly summarized in this issue so that nothing will be missed by the reader in getting a general summary of the whole convention. In this one article, therefore, the addresses reported in other parts of this issue are not referred to.

Advertising

One of the very helpful addresses of the convention was given on Wednesday morning by Edgar V. M. Gilbert of Montreal, advertising manager of Blumenthals Sons. In the course of his address, Mr. Gilbert pointed out that the first consideration of the retailer should be to find out the target at which he was aiming with his advertising and he outlined several ways this might be done. Having found the target, he advised shooting direct at that target with the different kinds of advertising that would bring the best results. These he outlined. He discounted the use of advertising "stunts" and slogans. These were days, he said, when every inch of advertising should be made to pay.

Frank Stockdale

At the Tuesday noon luncheon, Frank Stockdale gave a brief address in which he cautioned merchants to have faith with understanding. He spoke of wise and foolish optimism during the present period which, he said, certainly did not lend itself to the pessimist. He pointed out that the right time to be steady in any crisis was just before the end; that was a very good reason why retailers should be steady just now.

Frank Worth

Of interest to every retailer was the address by Frank Worth, general manager of Canadian Woollens, of Peterboro, in which he spoke of the development of Canadian woollen textiles and their possibility in this country. He claimed that if they were given a fair chance, they could produce not only a quality but a range of patterns equal to any shown by foreign manufacturers.

R. P. Sparks

R. P. Sparks of Ottawa, chairman of the committee of manufacturers who promoted the textile exhibition, spoke at the Tuesday luncheon on the idea of the trade fair. At the closing banquet on Wednesday night he made an appeal for

The luncheon given on Tuesday, February 14th, was tendered by the Clothing Section of the Ontario branch R. the luncheon hour. Between three and four

Canadian-made goods, an appeal based on the high quality of Canadian goods rather than on mere sentiment. He quoted figures to show what it would mean to Canadian homes and Canadian industry if many of the textile products purchased outside of Canada were purchased here.

At this same banquet, addresses were given by J. S. McKinnon, past president of the Canadian Manufacturers' Association who expressed the opinion that the question of taxation in this province was becoming intensive almost to the point of ferocity; by R. F. Fitzpatrick who carried word to the manufacturers from the retail clothiers' convention that they were willing to co-operate in every way in the holding of future textile exhibitions; and by E. M. Trowern, Dominion secretary of the R. M. A., who remarked on the spirit of co-operation manifested throughout the exhibition and suggested that the wider application of it would solve many of the problems that arose from time to time.

Deputy Minister of Labor

At the noon-day luncheon on Tuesday, the deputy-minister of Labor, Mr. Ballantyne, spoke of the part which clothiers had played in bringing down costs to the consumer during the last few months. He cited the fact that the index figure of clothing had dropped appreciably in the last few months, and outlined what the government had tried to do to effect this same thing in all gradations of commerce within the province.

Walley Hern

A very timely address was given by Walley Hern of Stratford in "Making Sales Easy," a subject which he handled in a very able manner. He outlined several methods that might be tried out by retail merchants in their respective communities and suggested that the present time was one when merchants should be energetic in their methods if they expected to reap the reward of a business career.

Mr. Barker

Mr. Barker, of Jones Bros., Toronto, favored the convention with a moving picture film showing better methods in merchandising by the use of up-to-date fixtures. His collection of stores was selected from many Canadian and American cities. They showed what could be done in the way of conservation of space, the better care of stock, the more efficient selling by the clerks in saving time, the better salesmanship throughout because of the added display of merchandise by the use of new glass fixtures that gave the customer a full view of all the stock carried. In contrasting this new system with the old, Mr. Barker cited many instances where greater business had resulted and overhead had been cut down to a considerable degree.

The Question Box

One of the most interesting features of the convention was the Question Box which proved to be the largest of any previous convention. There were over thirty questions asked regarding topics of great interest to every retailer and some lively discussions arose as a result of the answers given by the committee.

Dan Ross

Dan Ross of Toronto addressed the merchant tailors on conditions in the woollen industry. Mr. Ross does not see any lowering of prices for the present time, in fact, the arrow seems to point the other way. He does not advise heavy buying, however, on the part of merchants; on the other hand, he advises frequent buying in small quantities.

The Styltickler
The new Two-Tone Double Brown with Contrast Band and Binding
Spring Style Carnival
The Color and Spirit of Mardi Gras is revealed in the new Double Brown Diamond Telescope Crown.
The Styltickler is the Style Leader on my 5 ft. Style Shelf.
Look in my windows today
All One Price 2.85
Truly Warner
Headquarters For Hats

HOW TRULY WARNER ANNOUNCES THE NEW STYLES

This is a poster which is issued monthly by the Truly Warner stores to show what is new. This poster is linked up with the idea of the carnival windows, and the leading model is named "styltickler." The five foot shelf is designed in the form of a swing.

M. A. to the manufacturers who participated in the Textile Products Exhibition. Here is a picture taken during hundred sat down to the tables.

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FOR BETTER TIMES

A short time ago, the managing director of one of the large wholesale houses in Toronto expressed the view to Men's Wear Review that the turn on the road had come and that we were again on the upgrade. He did not encourage the view that the recovery would be a rapid one, but he was convinced that the turn for the better was apparent. His opinion was based on reports reaching him from many of the rural districts, reports which, to use his own words, indicated that the farmer "had come out of his sulks." There is no doubt that the farmer has been "in the sulks" for some time, so far as buying is concerned. His attitude is not hard to understand. He has been receiving for his "finished product" a price much nearer pre-war levels than the "finished product" that he had to buy from the retailer. Premier Drury stated a year ago that the farmer was in need of many things he would not buy till convinced that prices were down to a more reasonable basis.

It appears that this time has now been reached, the farmer is beginning to buy more freely. Reports from the United States indicate that business conditions over there are improving slowly but surely, and, sooner or later, Canada responds to that feeling. The retailer who is in good condition with his stocks stands to make profit this year, better than he did last year. He can keep step with consumer demand very easily by going to the market frequently. He may not sell the same quantity of merchandise that he sold in 1921 but he should make profit on nearly everything he sells.

DON'T SHOUT

Edgar V. M. Gilbert used a phrase during his talk on advertising at the convention worth remembering. "Don't shout" at your prospect, was Mr. Gilbert's advice. It is good and sound advice. During the last eighteen months there has been a good deal of shouting on the part of many retailers all over the country; as we have said before, it has been of a kind that has made it very hard to revive confidence in the mind of the consumer. It has been the shouting, that, too often, has destroyed confidence. Mr. Gilbert gave an illustration of this when he stated that their firm had refrained from using prices they were entitled to use during their reduction sales because they knew the public would not believe them. And the result of their unbelief would be the raising of the cry of "profiteer;" why, they would say, the great reduction unless exorbitant profits had been asked?

If an insurance agent came in your front door and started to shout at you, if the traveling salesman used the full strength of his lungs on you, if any of a hundred salesmen who call on you began yelling at you to sell you merchandise you would speedily show him the front door. It is just as easy to shout in print as with the human voice. There are, of course, times to shout; but when you shout have something really worth while to shout about. If you shout all the time with your voice, the voice soon gives out and you are unable to make those even very close to you understand what you are talking about. You have lost the power of emphasis through too much shouting. It is the same in advertising. If you shout all the time, if you constantly make use of the superlative, the superlatives lose their power to convince. And, at the same time, you have lost your power to drive a message home when you really want to.

THE CONVENTION

The attendance at the convention this year was more encouraging than a year ago, though executive officers agree there is still something to be desired in this respect. There were more out-of-town delegates, drawn to the city by the double attraction of the convention and the textile exhibition. The list of delegates who registered with the provincial office of the R. M. A. shows that many hundreds gathered from widely separated points, reaching even beyond the limits of the province. Not all of them attended the convention, which is to be regretted. In this fact there is cause for consideration. It would be, perhaps, wide of the mark to say that either one or other of these events took precedence over the other in their minds. They are busy men. They came to the city wanting to see the textile exhibition, to do some buying, to attend the convention if they could. Is there any reason why they could not do all three if the proper arrangements were made between the retailers on the one hand and the manufacturers on the other? That is a question which should receive a good deal of attention from the in-coming executive.

There is absolute agreement that the textile exhibition was the drawing card for the convention; the convention was also a drawing card for the textile exhibition. Yet, when they got together under the same roof they were, in a measure, opposing forces. That was the opinion of the retailers, yet they want to co-operate in the textile exhibition and have their convention at the same time if it is possible to do so without making it a side issue. We are sure the manufacturers have no desire to detract from the retailer's convention. It is a matter for joint consideration and mutual agreement. Both institutions serve a most useful purpose; both should be continued.

The general opinion is that the space devoted to the textile exhibition was too small and we are glad to learn that it has been practically decided to secure large quarters for the next one. A questionnaire is being sent to manufacturers with regard to this phase of the exhibition.

Building Windows That Get Dollars

Clement Keiffer, Jr., of Kleinhams, Buffalo, Outlines Some Essentials of Successful Window Display Work—Supplementing National Advertising and Billboard Advertising—Novel Opening Windows—Boosting Civic or National Campaigns

DELEGATES at the convention of clothiers held at the King Edward Hotel were most enthusiastic in their praise of an address given by Clement Keiffer, Jr., display manager of Kleinhams, Ltd. of Buffalo, N. Y. Mr. Keiffer has an international reputation as a window display manager. He has entered 130 contests and has carried away 132 prizes from them, due to the fact that he won two prizes in two of the contests. It is unfortunate that his address was not the kind that could be reduced to paper at any length because it consisted mostly of lantern slides of about fifty of the windows that he had created during his career as a window display man. He called his address "Building Dollar-Getting Into Window Displays" and after seeing the splendid range of windows which he showed, it could be understood how they were "dollar-getting" windows.

Object of Windows

He laid down a few general principles in window display work. Their main object was to create attention, arouse interest, and create a desire to buy. Mr. Keiffer then showed a series of windows designed to create a good deal of attention on the part of the passerby. He showed windows where whole departments of the store were portrayed. For instance, a clothing section was shown with the salesman trying on a garment on a customer that gave him a perfect fit. This same idea might be carried out with hats or any other line of men's wear. This was something that would immediately attract the attention of people passing the window and, in so doing, was accomplishing a part of the purpose for which it was created.

Opening Windows

Mr. Keiffer showed several windows he had used as opening windows. One was a man just emerging from a very large hat box with one of the newest hat creations held in his hand. Rich settings were given to this window and it carried with it very definitely the idea of introducing something altogether new to the customer.

Supplementing Billboards

An interesting series which he showed illustrated how the window could be used as supplementary to billboard advertising. Many merchants are going more extensively into billboard advertising just now and these would be of use to him in window display. The same figures used on the billboards were used in the windows, carrying the same message with them. Immediately, the passerby would recognize the store doing the billboard advertising.

Novel Clothing Window

One of the very novel and effective windows was an opening clothing window display. In this display in the background the fashions of a hundred years ago were shown. In strong contrast to these, the fashions of to-day were shown and so powerful was the contrast that immediate attention was riveted on the window. Mr. Keiffer said that this had been a splendid advertising window and had resulted in a number of good sales.

National Advertising

Mr. Keiffer said that it was good business for both the retailer and the manufacturer that national advertising should be supplemented both in store advertising and in window display. The display man, he said, had a wide scope in this respect and could do some very effective work through the medium of his window. He showed several windows where this had been done. Underwear, he said, was a display that most men disliked but it afforded many good opportunities for special appeals to young men. In national advertising of lines of underwear athletic figures or sporting scenes were frequently used and these could be reproduced in the windows very effectively and at a low cost. The manufacturer would always be very glad to assist with such display work. From the standpoint of the display man, good money could often be made by the winning of prizes offered by live manufacturers who realized the value of display work in the selling of their products.

Summer Windows

Many merchants find summer days are more or less dog days in the trade. Mr. Keiffer showed how interest could be created and sales made by effective display work in the windows. Summer scenes could be reproduced. He showed two as contrasting the marked difference in effect by the use of a single figure. They were tennis windows. In the one a tennis net was used, tennis balls were seen lying on the grass, and one or two racquets, were featured in the display. This same setting was used but the figure of a man inserted, the man in the attitude of delivering a ball across the tennis net. Many summer scenes could be used in display work and the object of each merchant should be to feature scenes particularly suitable to his locality.

Patriotic Windows

Local or national events, said Mr. Keiffer, offered a very fruitful and profitable field for window display work. Not only could interest be created in the subject dealt with in the display, but the prestige of the store could be enhanced and, in the end, more merchandise would be sold. Several of these were shown by Mr. Keiffer, windows that he had used during the war. Recruiting, saving food, and other objects that became of national or international importance during the conflict were reflected in the displays of that intense period in the world's history. Mr. Keiffer stressed the point that such windows could be effectively used for building up a store name, generating a real public interest in the store life, and, in the end, building up better and bigger business for that store.

At the conclusion of this illustrated talk, Mr. Keiffer was voted a very hearty vote of thanks by the convention.

THE NEXT CLOTHING CONVENTION

As formerly, the matter of the place and date of the next clothing convention has been left with the new executive officers of the association. When this matter came up for discussion, there was some feeling of uncertainty in the minds of the members with regard to the wisdom of meeting at the same time the textile exhibition was held. "This year's meeting shows that we have lost our identity," said one of the members of the association although he stated that the executive had done quite right in trying it out this year. It was felt that many of the members of the association were spending their time with the manufacturers when they should be on the floor of the convention hall assisting with the deliberations in progress.

That this feeling was more or less shared by all was evidenced by the resolution that was passed with regard to the next convention. This resolution stated that the place and date be left with the next executive "particularly with regard to holding the same in conjunction with the textile show."

Needless to say, the banqueters gave rousing applause after Mr. Stewart had read the message.

In a few minutes, T. A. Russell, on behalf of the stock breeders, came into the banquet hall and in suitable words responded to the greetings of the manufacturers and retailers, and, in turn, conveyed the best wishes of the stock breeders for the success of the textile exhibition and the amalgamated conventions.

D.G.R.

The Part the Showcard Plays

In Springtime

By Jalexo

Surrounding your store with the atmosphere of springtime is largely a matter of accompanying the displays with attractive showcards.

NOW, when Spring and Easter displays in store windows and interiors are marked by a rare discrimination in their selection, expressing distinction and individuality, surely it is fitting that an appropriate Showcard should add some happy commentary.

The practical message conveyed by the hand-lettered Showcard, can be made to tell a fascinating tale to ears attuned to the spirit of the season. The arrangement of the merchandise displays is directly affected by the Showcard. The card with a real meaning, executed in a pleasing, artistic (though not fanciful or freakish) manner, presents the merchandise and the store more favorably to the onlooker.

A Distinguishing Mark

In the making of Spring and Easter Showcards, it is the little niceties of wording, display, color, layout and size, that by their very exactness, distinguish the store of good taste. Good taste in the Showcard bespeaks good taste in the merchandise. The "tout ensemble" reflects the ideals of the establishment.

Lettering Or Layout?

The writer has frequently been confronted with the much-mooted question, "Is lettering or layout the more important feature of the showcard?" Cardwriters there are who put every effort into the formation of the individual letter or figure to obtain a scrupulous perfection from the standpoint of lettering, yet in so doing seem to be unmindful of the principles of layout.

The spring-time phrase of the window showcard requires more consideration in the layout than it does in the actual lettering. The seasoned cardwriter knows for himself that the art of lettering so far as it concerns him is a mere mechanical process compared to the selection of the one best layout for a particular phrase on the card. Problems arise in the mental process of visualizing a layout which call for the talent of a high artistic order. The Easter card will be attractive just in the degree that the typographical display reflects care and thought in preparation.

Nothing so hinders the best intentions of the cardwriter at this spring season so much as the idea that lettering per se is the big thing. Given the correct setting for the lettering, the carefully ap-

The above showcards are typical examples of cards much in demand for stores of the better sort. The shadowscript effect is obtained with the aid of an air brush. Proclaimed the most attractive work in vogue to-day the shadowscript is in evidence wherever good showcards are used. Being so much reduced from the original sizes, the full beauty of lettering and decoration is somewhat lost in the accompanying illustrations.

The card reading "Authentic styles" is on pale green stock, showing air brush design edged with dark green line, the lettering is done in Roman.

The card reading "The newest in hats" is on white stock, showing lettering in Roman and red-line border.

The card reading "Easter Blouses" is on purple stock, showing lettering in old English and deep blue line border.

The card reading "Easter styles" is on white stock, showing lettering kwickscript, daffodils in natural colors and dark green line border.

portioned spacing for display lines and body matter, the task of lettering in the message becomes comparatively simple. The effect produced will be out of all proportion to the little extra effort expended. This observation on layout and lettering is, perhaps, not irrelevant here. If it throws out a hint to some cardwriter whose Spring and Easter cards will be the better for it, the allusion to the subject will be quite permissible.

Observe Continuity

Orginality is oftentimes delightful in the Spring and Easter Showcard, but in the general dry goods or men's wear store, convention holds some sway. Here it behooves the Cardwriter to formulate a style which will apply to the multifarious lines of goods. This is necessary in order to preserve a continuity in every department.

The Cardwriter, however, may easily put individuality into the store cards, since no rules are so rigid as to stifle originality. Uniformity in alphabets should permeate the work. This need not occasion a strict adherence to any particular style of lettering. Two or three harmonizing alphabets may be used on the Showcard with the same pleasing effect produced by two or three allied fonts of type in a newspaper advertisement.

Two alphabets are generally conceded most advantageous for store cards where the announcement must be at once clean-cut and legible.

The extent to which the atmosphere of Springtime will surround your store will depend largely upon the liberal use of seasonable Showcards.

Illustrated herewith are several attractive Showcards showing black lettering on white cardboard. These alphabets are appropriate, yet withal, are comparatively easy to execute.

The Showcard No. 1, measures 22 x 14 inches. The display lines and body matter are done in modified Roman. The margin is two inches.

Showcard No. 2, measures 11 x 14 inches. The display lines are in Egyptian block. The body matter is in Roman italics. Margin 1½ inches.

Showcard No. 3 measures 14 x 11 inches. The lettering is Cardwriter's Script. Margin 2 inches.

Showcard No. 4 measures 8½ x 16 inches. The display lines are in modified Old English. The body matter is Kwik italic.

It will be noticed that these Showcards feature alphabets which boast a freedom of outline rather than a severe mechanical effect. The Cards were lettered in a few minutes and without any attempt at ostentatious display.

About ten or twelve years ago, showcards were plentiful which required long and painstaking effort to reproduce. Cardwriters employed nearly every known expedient in the decoration and embellishment of their work. The finished article in those days was more of a painting than a showcard. The modern requirements of speed, economy, neatness and readableness have somewhat revolutionized the Showcard craft. The accompanying illustrations are typical examples of the styles in demand to-day.

Adding Prestige

It must be remembered that, in making attractive Showcards, while they have a direct appeal to the exclusive, highly-cultured buyers in the community, they also indirectly influence all classes of customers, because they establish a certain standing or association for the store which customers of limited means look for.

Every merchant who would present his merchandise and store more favorably to the public, at this promising period of the year, will do well to study the potential sales value of Spring and Easter Showcards. They will inject more direct salesmanship into the goods, and that, if for no other reason, ought to assure their immediate adoption.

Directors of Tooke Bros., Ltd., have decided to defer payment of the quarterly dividend on the 7 per cent. deferred stock till the end of the year's operations.

Hamilton Boosts Home Industries

In the recent made-in-Hamilton week Hamilton clothing and shoe manufacturers combined to demonstrate that every article of men's apparel was made in their own city. A young man was engaged and outfitted from shoes to cap, with made-in-Hamilton goods; during the week he called on business houses and left a card on which was his name and the names of the manufacturers whose products he was wearing. In the local papers large space was used in which photos of this young man appeared and the names of the manufacturers.

The manufacturers whose products constituted the outfit of Mr. Bethune were the W. E. Sandford Mfg. Co.; Zimmerman Reliance Ltd.; the Van Allen Co., Ltd.; John McPherson Co., Ltd.; Superior Cap Co., Ltd.

ALLEN BETHUNE

Who acted as the advertising model for a number of Hamilton firms during the Made-in-Hamilton week.

Left—Imported high grade English fur felt mixed hat. This hat is made in 9 different combinations of colors and in the smooth as well as the rough finish, as illustrated. This is the first showing of this hat since the war. Centre—Pearl grey fine fur felt hat, soft, with 2 3-8 brim and 3-8th welt. For shape, this is Christie feature fall hat. Right—Chantilly (deep tan) soft hat with contrast band, coming in a variety of light and dark tan effects. This is one of the newest fall shades.—SHOWN BY AINSLEY-DINEEN HAT AND FUR COMPANY, LIMITED, TORONTO.

The Textile Products Exhibition

Making the Appeal on a Sound Basis of Quality First—Over Eighty Manufacturers Participate—Keen Competition Throughout—the Retailer Appreciates Idea of Seeing Under One Roof the Products of Canadian Textile Manufacturers—all are Satisfied

THERE is one branch of the Canadian Manufacturers' Association which, we believe, has developed a new conception of its possibilities in Canadian industry—the textile branch. The recent Canadian Textile Products Exhibition held at the King Edward Hotel in Toronto during the week of February 13th-17th was a revelation to the manufacturers themselves. And through their exhibition, retailers from all over the province and not a few from other provinces also received a revelation. One outstanding thing remains—the Canadian consumer must hear the excellent story that the textile manufacturers of this country have to tell. They have too long hidden their light under a bushel. Through the Canadian retailer and to the Canadian consumer, propaganda can be made so effective that a better understanding and appreciation of the textiles produced in this country will result.

Sound Basis of Appeal

"Made-in-Canada" was the spirit which moved throughout the entire exhibition. But the basis of the appeal to buy Made-in-Canada merchandise was sound throughout. It is no longer an empty appeal to patriotism. That is not left out of the appeal but it, no longer, constitutes the whole appeal. It is now on the basis of quality—the only sound basis on which any appeal to patronage can ever be made. Textile manufacturers seem thoroughly sold on this idea at the present time, if their spokesmen at the exhibition luncheons voiced the opinion of this branch of the C. M. A. If, with their intention to maintain the high standard of efficiency in the manufacture of Canadian textile, they link up a lively propaganda amongst retailers and consumers, the goal they have set out to reach will be reached with much less difficulty.

The Trade Fair Idea

The original intention of this exhibition, as we understand it, was to make it more of a show or an opening than a selling medium to the trade. The date selected was not very favorable to either; it was too late for the showing of Spring models and too early for Spring sorting business. The reason for holding it at that time, of course, was obvious. Hundreds of retailers were to gather here for convention purposes and it seemed a good time to launch the proposition. We believe the results have justified the inauguration of this exhibition. The idea of making it a trade fair was a development of the exhibition rather than a part of the original conception. Only time can tell whether the event will be known as a fashion show or a trade fair, or a combination of both. And whether or not it is in the best interests of the manufacturer and the retailer to hold the two events—the exhibition and the convention—at the same time is a debatable question, a question which, we understand, will be considered at a joint meeting of retailers and manufacturers. There are certainly arguments both pro and con, though there is no feeling on either side that the co-operative spirit as manifested so splendidly in these concurrent events should be set aside.

From the standpoint of the retailer there is certainly something—a good deal—to be said in favor of the exhibition end of the affair. It puts before him within a few hours, the product of all the lines in which he deals. He can see them all at once and the manufacturers themselves will not object to the spirit of competition that is engendered by such an exhibition. The best of feeling obtained throughout, and the interests of the whole are promoted thereby. We believe the retailers are thoroughly in accord with and will heartily support the exhibition idea. Whether

A very handsome spring display of the latest models shown by Fitzpatrick and O'Connell, Ltd., of Toronto. This display appeared about the middle of February and J. J. Cain arranged it.

it is to be made a buying centre with distinct advantages to the retailer is for the manufacturers themselves to demonstrate.

As a Fashion Show

In all, some eighty Canadian manufacturers made exhibits at this show. There were between thirty-five and forty others who sought admission to the limited space at their disposal, but were unable to secure. Most of the exhibitors showed men's wear lines. As a complete theatre of Canadian products in men's wear lines, it was most commendable, indeed. Clothing, neckwear, shirts, overall, knit goods, hat and cap, hosiery, webbed goods, these and other manufacturers of men's wear lines combined to show in a most forcible way what can be done in this country to meet the needs of the Canadian consumer. The booths devoted to the lines carried in dry goods stores were few but very effective. Canadian woolen manufacturers of yardage were well to the front with the scope and quality of their exhibition. A particularly good showing of linens was made, developing the idea of manufacture from the raw material to the finished product.

That competition is very keen in these various lines was very evident, competition in both selling and in the excellence of manufacture. It is so keen in fact, that the tariff is no longer much of a protection to the Canadian manufacturer of clothing or allied lines. The models exhibited by manufacturers show that the development of clothing manufacturing in Canada has reached a point of excellence beyond which it is hardly possible to go. Retailers were surprised at the point to which this has gone in the industrial life of this country. The same can be said of shirts, hats and caps, knit goods, hosiery, webbed goods and all other lines. As an evidence of the growth and possibilities of manufacturing clothing and allied lines in Canada, it might be cited that one booth was devoted to a showing of merchandise entirely for children's wear—high quality hosiery. Indeed, the knit goods men in hosiery lines are beginning to feel the result of their industry in a very practical way; many of them are reaching the point where their output is insufficient to meet their orders.

Are Well Satisfied

During the exhibition we talked with many of the manufacturers present. Whether or not they did a great amount of selling, we did not hear one say that he was not thoroughly satisfied with the exhibition. The amount of advertising they have received from it, the number of new prospects they have met, the new accounts they have opened—these have made it well worth while to all. Repeatedly, manufacturers stated that they had come in contact with buyers they had never seen before and had never reached. The spirit of "get together" in itself was an asset of the fair that will result in business relations in the future. For instance, one manufacturer stated that, while he did not make a certain sale at the show, he got in touch with a buyer who subsequently booked business amounting to nearly $20,000. This is only one of many such cases on record.

The Amount of Selling

The amount of selling that actually went on during the exhibition is not known. One manufacturer who was largely instrumental in the whole affair estimated, after many inquiries, that it approached near to a million dollars. More of this will probably be known later on, for the manufacturers are sending out a questionnaire to exhibitors asking them what amount of business they did.

On Friday morning, February 17th, the manufacturers held a breakfast at which general satisfaction was expressed by all. Various suggestions were made with regard to another similar show as result of which a questionnaire is being sent to all manufacturers asking them their opinion with regard to the time, place and conditions under which another exhibition should be held. In appreciation of the excellent work done by the manager, C. H. Gibbons, a liberal honorarium was granted him.

Exhibitors At Textile Show

The following is the official list of firms exhibiting at the Canadian Textile Products Exhibition during the week of February 13th-17th.:—

Overalls and Work Shirts—
Hamilton-Carhartt Cotton Mills Ltd.,
J. A. Haugh Mfg. Co.,
Premier Shirt Co.,
Kitchen Overall Co.,
Maple Leaf Overall Co.,
Larned Carter Co.,
Peabodys.

Hats and Caps—
Anderson-MacBeth,
Boltmore Hats Ltd.,
Canadian Panama and Straw Hats Co.,
Cooper Cap Co.,
Wolthausen Hat Corp.
G. & C. Cap Co.,
John W. Peck & Co.,
J. Samuels & Sons.

Linens—
Dominion Linens.

Haberdashery—
Brophy Suspender Co.,
Cluett, Peabody & Co., (of Canada)
Hickok Mfg., Co.,
William Milne,
Niagara Neckwear Co.,
Alphonse Racine,
Tooke Bros., Ltd.,
R. M. Ballantyne.

Woollens and Knit Goods —
Bird Woollen Mills Co.,
Barrymore Cloth Co.,
Bates & Innes
Canadian Woollens,
Circle-Bar Knitting Co.,
Hawthorn Mills,
Mercury Knitting Co.,
Rosamond Woollen Co.,
Richard L. Baker & Co.,
Houlding & Coleman,
Perfect-Knit Mills,
Henry Davis & Co.,

Cottons—
The Canadian Cottons,
The Dominion Textiles Co.,
The Montreal Cottons.

Clothing—
Berger Tailoring Co.,
College Brand Clothes Co.,
Cook Bros. & Allen,
Coppley, Noyes & Randall,
Crown Tailoring Co.,
Freedman Co.,
B. Gardner & Co.,
W. R. Johnston & Co.,
Lailey-Trimble,
Wm. H. Leishman Co.,
Levin & Sons,
Lowndes Co.,
John W. Peck & Co.,
The Punchard-Birrell Co.,
Randall & Johnston,
W. E. Sanford Co.,
Semi-ready Ltd.,
Sparks-Harrison,
Thornton & Douglas,
Toronto Clothing Mfg. Co.,
S. Wener & Co.
Young Men's Tailoring Co.,

Shirts, etc.
Cluett, Peabody & Co. (of Canada)
Deacon Shirt Co.,
John Forsyth.
Regal Shirt Co.,
Alphonse Racine,
Tooke Bros.,
Van Allen Shirt Co.,
Lion Shirt Co.,

Miscellaneous—
Jones Bros. & Co.,
Tower-Canadian,
Winchester Dye Co.,
Kitchener Buttons,
Institute for the Blind,
Ribboncraft,
Hyde & Halliwell,
Color-Craft Ltd.,
Refinite Co. of Canada, Ltd.

DEATH OF R. J. TOOKE

A few days ago, Montreal lost one of her prominent business men and the men's wear trade one of its oldest members in the death of R. J. Tooke. He was 78 years of age and death was due to pneumonia. Mr. Tooke who was of the firm of R. J. Tooke, Ltd., retired from business some years ago. Shortly after this, he underwent an operation which resulted in the loss of his sight. Prior to this he was an ardent sportsman, becoming particularly noted in motor boat circles.

New York Likes Shirt Novelties

Big Bulk of Business There Being Done With Novelty Lines—Reversible Cuff Proves a Good Feature—Demand is Growing For Plain Colors—Patterns Being Used Are Quiet—Shirt, Collar and Tie to Match

NEXT to collars, shirts seem to be enjoying a greater amount of prestige in public opinion than many other lines of men's wear this Spring. One of the reasons for this existing condition is the fact that patterns have begun to show a decidedly different trend, and styles, too, are more varied and novel than has been noticed for many a year. Shirts are no longer just shirts, to be ordered as such, but must now be classified under such heads as "collar attached" or "collar to match" or "horizontal stripe bosoms" or "reversible cuff" shirts, and so on. The outstanding feature of the season is the fact that novelty shirts are much more in demand than they ever were, and even men of conservative taste have awakened to the fact that novelty need not necessarily signify eccentricity or freakishness.

Few Staples Selling in New York

Discussing the shirt question with a representative of one of New York's most important stores, a staff member of Men's Wear Review was informed this month that there is an unprecedented demand for novelty shirts at present. Novelties are the biggest item of the shirt business, he said, and men are not buying staples to any extent. "If you want to create new business for the shirt department you have to be ready with something fresh and new all the time," remarked this man, "but when I say novelties, I am referring to the cut of the shirt, not to the pattern of the fabric. The pattern must be quiet, and up till the present, the all-white shirt has been by far the biggest seller. The public has been offered so many stripe combinations that it turned to all white for relief, and possibly the demand for solid colors will become the predominating feature of next summer's business for a similar reason. In the very highest grade shirts fine stripes have continued to sell well, especially in custom-made garments, the size varying from fine pin stripes to the one inch apart effects that lend themselves to horizontal usage. But I feel sure that the plain color shirt is coming in soon to stay for quite a while, particularly in soft blues or pearl greys."

A representative of a chain of shirt shops which stretches across New York from the Battery to the Bronx told Men's Wear Review that they were searching the market for shirt novelties which incorporated practical features. "Shirts have shown little variety in the past," pointed out this man, "but men seem to have suddenly waked up to discover the latent comfort in 'collar to match' or 'collar attached' shirts, while the newest line we are showing with an attached semi-rigid collar and cuffs has proved the best yet."

New Cuff Styles Attract Buyers

Several retailers emphasized the point that the cuffs are the most important part of the shirt to most men who are actively employed and dislike to roll up their sleeves for the sake of economy. The new reversible style of cuffs just introduced by an American manufacturer promises to satisfy a growing demand for this practical feature.

The Horizontal Stripe Bosom

The horizontal stripe bosom shirt has had quite a vogue in New York but not with everyone. However, this type of shirt was noticed in every haberdashery store along Broadway, and is sure to be in demand here this season.

New York haberdashers are reaping quite a little harvest by selling shirt, collar and tie to match, as an outfit. That is to say, if a customer merely asks for shirts, he is shown the new "collar to match" style with a cravat in a correct width, knotted in place, in a pattern resembling the background of the shirt. "I never failed to sell the three together," remarked a retailer who has introduced this idea recently. This applies perhaps more strongly to striped shirts than to plain styles, but as everyone knows, striped shirts look best when worn with striped ties which carry out the same effect, such as small stripes on small, or wide stripes on wide. Likewise, it requires judicious care to match up a bias stripe on a vertical effect in the shirt.

According to this man, the fabrics wanted this spring vary according to the class of trade. White madras with self stripe or figures sells most freely as well as plain white silk; woven stripe cottons and mercerized fabrics likewise sell well.

Plain Colors This Season

Discussing the question of Spring shirts with a leading Canadian manufacturer, much the same opinion was expressed as by leading American dealers. This man expects a big season of plain colors, including lavender, tan and blue and spoke of mercerized soisette in neat printed patterns as being good for the staple trade.

This same manufacturer emphasized the fact that there can be no further drop in the price of shirts, July 1921 having recorded the lowest possible price level. The only fluctuation possible will occur after the next crop of cotton is marketed. Until then retailers may feel safe to place orders without fear of a reduction in price. Stocks seem to be low at present, he pointed out, and for this reason, there has been a brisk revival of trade of late.

THE DOUBLE CUFF

The above illustration will show how the Lion Shirt Company of Toronto, are making the double cuff shirt. The illustration to the left of the picture shows how the cuff looks when folded. The one to the right shows how it is "doubled." It can be folded either way, making a perfect cuff when folded. The new cuff is a very desirable thing on a shirt these days.

Good Business in Hotel Lobby Store

Eddie, Mike and Jack Meet the Traveller With a Glad Hand and Painlessly Relieve Them of Money for Accessories—Utilize Every Inch of Space in Well Laid-out Store—Getting After Sportsmen's Trade

HOTEL LOBBIES are by no means a novel background for up-to-date stores nowadays. Everywhere that one goes in Canada or the United States, the ubiquitous gift shop, news stand or beauty parlor greets the eye even before the register is autographed, and holds out tempting suggestions in the way of souvenirs, local newspapers or shampoos to the weary traveller. Of late years we have become accustomed to the sight of another business in addition to the aforementioned types which fit up the odd corners of the lobby, lounge or entrance hall to our larger caravanserais, and that is the men's store where furnishings and certain kinds of clothing may be purchased just as though it were a regular "down-town" establishment.

In fact, retailers who have once tried this location as an experiment, now claim that they will have none of the common or garden type of business and commend the hotel lobby as the setting par excellence for merchandising the smarter varieties of haberdashery.

Hotel Lobby Store

Just why travellers should feel so kindly disposed towards the store located in the hotel lobby is not definitely known, but it does not take a psychologist to discover the probable reason for the satisfying volume of sales which are yearly handled. It is just possible that the friendly welcome extended by the managers of these stores, and the mere fact that a much-needed clean collar or shirt can be got quickly before a still more needed hot tub restores the traveller to his wonted feeling of ease and well-being, has something to do with the case.

At any rate this is the reason given by three young men who just recently opened a compact and comprehensive little shop in the lobby of the Russel Hotel in Ottawa. This shop which is little more than 42 x 17 in size, possesses so many unique features, that it is fairly entitled to more than a passing word of comment. Although it boasts a regular front, resplendent in plate glass and burnished copper, with windows slanting inwards in the newest approved manner, and a neat tiled entrance, etc., yet the store is nothing more or less than one of the entrances to the Hotel Russel, which is located towards the back. No matter whether the hotel guest wishes to enter the elevators or pass through into the main lounge, or out into the street, he is bound to see display windows of smart furnishings or clothing confronting him at every point. The store is literally bounded by display windows of the interior sort and these form a very effective screen in the lounge proper as they are brightly lighted and filled with colorful merchandise.

Known By Their Nicknames

The proprietors are known to their customers as Eddie Merrill, Mike Lerner and Jack Habbishaw, or still more familiarly as Eddie, Mike and Jack. All three are very young, but are considerably versed in the men's wear trade, so that they combine the duties of salesmanship, management, display and publicity between them with considerable efficiency.

Their slogan is particularly apt for the type of business which they attract namely, "Clothing Styled for Young Fellows—Worn by all Fellows."

The interior of the shop is striking and is in good taste yet designed to give the utmost service. The ceiling and upper walls are of a deep cream tone that blends admirably with the solid oak woodwork which is used throughout for showcases and fixtures. The lighting system is said to be one of the most powerful in Ottawa, and as electricity is very cheap in the Capital, this store is lit up brightly all night long both inside and out.

An Unusual Lay-out

The lay-out of the store strikes the observer as somewhat unusual owing to the fact that every inch of space has been so well utilized. A specially made fixture centres the ground floor, combining a display case and serving counter in one. It is kept lighted underneath so that the goods under glass may be easily seen, and the polished top is used for wrapping or showing goods to customers. All round the walls are seen glassed-in shelves containing neat piles of furnishings of all sorts as well as headwear. Large sections fitted with sliding doors of glass are visible beneath these shelves and here are kept reserves of stock. Even this reserve is kept lighted so that practically every item of merchandise in the store is plainly in view. A large triple mirror fills an alcove half way down the store.

Cater to Tourists and Sportsmen

With regard to the specialized forms of publicity featured by this store, the owners informed Men's Wear Review that they have decided to concentrate upon the hotel trade and the various local sports clubs as the two best sources of business. To attract the former they make it a practice to consult the hotel register regularly and to send up personal letters to recently arrived guests inviting them to call at the "Men's Furnishing Shop" while stopping at the Russel. Their invitations may be a mere formal card or else a letter of a less sterotyped nature, according to the type of trade which responds as time goes on.

Reaching Sportsmen

The sportsmen are catered to through the secretaries of the different clubs located in and near Ottawa, which include hockey, skating, skiing, snowshoeing, boating, cricket, tennis and golf clubs. Every one of these many organizations has a very large membership and furthermore, the proper dress worn by these various clubs is accorded much more attention than is the case in most cities. All boast their own club colors and many insist that members wear a certain distinctive uniform. Until the present, several of the clubs have found it a difficult matter to secure just the right type of outfits for either summer or winter sports and the officers have been glad of the opportunity to put business in the way of the Lerner & Merrill store, because all three young men thoroughly understand the art of correct dress for each and all of the sports in question, being ardent devotees of sports themselves.

English Goods Featured

English haberdashery is likewise accorded a prominent place in the Lerner & Merill store, because Ottawa is the home of many English families as well as the resort of many tourists to whom English goods of any sort have a strong appeal. Striped blazers for cricket are an interesting item, exclusive to the store, shown among other lines of merchandise.

Window displays are changed on an average three times a week because the store is located on the busiest section of Sparks Street, not far from the Union Station and the Chateau Laurier. Displays are arranged to include a varied assortment of smart merchandise rather than to feature unit effects of less sales compelling character.

To cater successfully to the sportsman, the traveller and the ordinary business man is quite a large order for any store, but given a lobby which seethes with humanity twenty-four hours a day and display windows all round, featuring effective displays of haberdashery, it should be possible to be all things to all men, even though the store be small.

TO MAKE NECKWEAR

The firm of J. Samuels & Son of Toronto have recently added to their lines of manufacture that of neckwear. They have secured some high class silks and expect to place on the market a popular-priced line of neckwear.

Men's Wear Markets at a Glance

Seasonal Quietness Prevails in Many Lines—Delayed Spring Buying Causes Activity in Some—The Jazz Element in Fall Clothing is Advancing a Stage—Future of Hat Prices Seems to Point Upward—Some New Neckwear Being Shown But Little Buying for Spring

TRADE IN general during the last few weeks has slackened off somewhat. In the retail trade, the first nibblings at Spring stocks are beginning to be felt with satisfactory results. Early buyers are looking at the Spring selections of suits and overcoats and a few of them have already made their decisions in the matter. But the lateness of the Easter season is creating an unusually long period between the close of the winter season and the opening of the Spring. Retailers are doing some delayed Spring buying and, to some manufacturers, this has brought a good deal of momentary activity. But for the most part, the buying policy of the trade is of that same careful kind that has been practised for several months past.

Few travelers have been out with fall lines. Hardly any buying has been done in the clothing line for Fall. Some hat men have been out and one wholesaler who handles imported lines stated that, so far, he had sold more merchandise than he did a year ago, though lower prices did not bring in as much money. There is no indication that the trade will depart from its habit of ordering cautiously for some time to come. There are some manufacturers and wholesalers who are desirous of seeing collections a little better before they accept too many orders for new merchandise. Collections are still not any too good, though some financial men state they believe the worst is past in this respect and that conditions will not get worse before they begin to show an improvement.

CLOTHING

There is some delayed Spring buying which is creating some business but, for the most part, clothing lines are not very active at this time. This is the off-season so far as active buying is concerned. Some Spring orders are being filled and shipments are heavy. But little or nothing has been shown for Fall as yet. Designers are busy getting their Fall models in shape and there promises to be the usual number of extreme models on the market, particularly for the young men. The element of jazz will advance a stage and some of the very conservative houses are showing some very un-conservative models in this respect.

Negotiations between the Amalgamated Clothing Manufacturers Association of Toronto and the garment workers in this district have recently been in progress and we are assured that a very satisfactory arrangement has been reached. Relationships are said to be of the most amicable and the assurance is given that there will be little or no change in the wage scale for the next year. Many of the manufacturers are of the opinion that the cost of living does not warrant any substantial reduction in the wages of the workers and until the index figure of the cost of living does show a substantial drop, no action is likely to be taken to alter the present scale.

HATS AND CAPS

Hat men are persistent in their statement that prices have got to advance within a reasonably short time. A wholesaler who handles a number of imported lines stated a few days ago that lower grades of hatters fur have advanced 40 per cent. in the last few months and the higher grades 80 per cent. Trimmings are double what they were three months ago while labor is the same. While English manufacturers are said to be very anxious for orders, the fact remains that it is hard to get immediate delivery on any lines from that source. They have not manufactured for stock and will gladly accept orders, then go ahead with the manufacture; in other words, they will only work on a legitimate profit basis. Prices for Fall show a considerable decrease in comparison with a year ago. A certain line that was first quoted $72 a year ago is now quoted at $48.

Canadian hat men are quite busy on Spring orders, some of them have all they can attend to at the present time and would even be glad if their capacity were a little greater. To some of them, export business has been offered and an effort will, undoubtedly, be made to cultivate this trade. So far as we know, none of the Fall lines have yet been shown by the Canadian hatters.

The leading American authority on hats does not encourage the view that 1922 will see any lowering of prices. It points out that the cost of all materials going into hats is either firm or on the upgrade, materials such as furs, shellac, hat bands, dyes, leathers, etc. Labor costs will be about the same. Practically the same conditions obtain in the Canadian field. Unless business conditions become such that business has to be forced, prices are likely to maintain a pretty even level.

NECKWEAR

Though business was brisk immediately after the Christmas holiday season on account of stocks being cleaned up, there is a lull in the trade at the present time. This is due to the lateness of the Easter season. Not a great many Easter novelties have been shown and the retailer seems disposed to leave his buying, even for this season, to the very last minute.

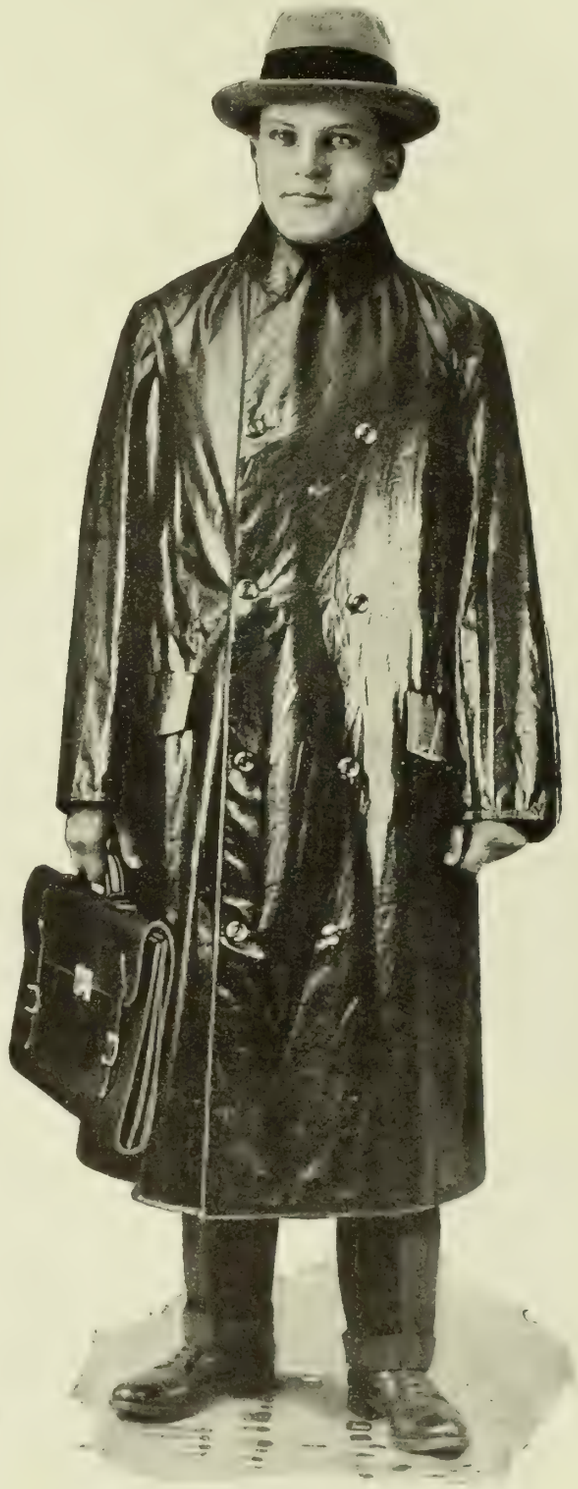
Some very neat grenadines are being shown at very reasonable prices. These were formerly obtainable only at a high price but now a very nice line is being shown around $14.00. These are hand loom silk grenadines and are non-creasable. They are shown in black grounds with contrasting swivel figures, also in navy and green ground. All black with fancy figures are also shown.

SHIRTS AND COLLARS

A staff member of Men's Wear Review, recently in New York, states that a demand is increasing there for shirts with collars and ties to match. The plain colored shirt seems to be gaining in favor, or

a shirt with a very neat little figure in it. A good sale in the Canadian field of plain colored shirts or shirts with the small, neat figures is progressing. Interest is growing in the semi-rigid collar which is described very fully in another part of this issue. Manufacturers seem to regard it as a serious competitor for business and are making similar lines themselves so that any losses in starched collar orders may be made up for in the sale of the others.

So far as the prices of raw materials and labor costs are concerned, it looks as if prices on shirts and collars are to be fairly firm for some time. While it is always hard to tell what effect general business conditions may have on prices, the fact remains that cotton prices are firm with an upward tendency, a fact that is bound to send prices up if these conditions remain.



Tower Canadian, Ltd., have just put on the market a new raincoat which they call "Tower Touncoat." It is light in weight and made only in the dark b.own color. While designed for street wear, it is represented as being good for automobile use as well, being windproof as well as rainproof. The rainproofing in this material is woven right through the fabric so that it makes no difference to its effectiveness as a protector from rain if it wears off on the one side. Another feature of it is the snappy style in which it is developed. The collar can either be turned up or worn down as shown in these pictures. The belted back is an additional feature.

R. P. Sparks Outlines Idea of Trade Fair: Says Can Save Millions in Distributing Costs

Points Out That the Idea is as Old as Civilization — Present Method a Very Expensive One—Believes Could Cut Cost of Distributing Textiles From 10 to 2 or 3 Per Cent.—How it Would Help Unemployment—Situation in Cotton Industry

I HAVE BEEN asked to say something in reference to the objects and ideals which inspired the organization of this exhibition. There were three principal reasons, one of which was that the holding of such an exhibition was urged very strongly by representatives of your association and of the other groups of retailers, who are holding conventions this week. It was pointed out that the holding of this exhibition would add to the interest and perhaps help to attract a larger attendance to your convention. The manufacturers felt that this was something which in itself constituted a definite reason for holding the exhibition at this time and place.

A further object was to give an impetus to the sale of Canadian-made goods and by an exhibition representative of the whole textile industry to call attention to the variety and excellence of Canadian-made products. The third reason, which is the one to which I wish to particularly call your attention, was the development of the trade fair as a method of merchandizing goods.

Old As Civilization

The trade fair idea is as old as civilization. For centuries it was the only means of distributing merchandise. The bazaars of the East, which attracted the traders of the whole world, constituted practically the sole medium through which the distribution of goods was carried on. Even up to the present time the trade fair is an important factor in European commerce. The idea has also been largely developed in the United States and is gaining strength year by year. It is, however, an innovation in Canada. Whether it can be developed in this country in so far as the textile industry is concerned will to a large extent be determined by the success or failure of this exhibition.

Present Method Expensive

There has been considerable difference of opinion ever since this organization was instituted as to whether buyers could be induced to do their purchasing at an exhibition such as this. The opinion of many was that those attending conventions and exhibitions came more for pleasure than for business and that they would not be in the proper frame of mind to seriously consider the question of purchasing goods. The established method of selling in this country is through the medium of travelling salesmen. Any one who gives even casual study to the problem of selling goods in Canada will recognize the fact that it is a tremendously expensive method. The scattered population and long distances, combined at the present time with the high cost of transportation and hotel rates, add very materially to the distribution cost. The cost of selling will vary considerably in the different industries, ranging anywhere from 5 per cent. to 15 per cent. I think 10 per cent. might be accepted as an average figure as applied to the textile trade.

A Hypothetical Case

As I have stated, there has been some doubt if the merchants could be induced to do their purchasing at exhibitions such as this but I would like to make a hypothetical calculation which I think will demonstrate that if the idea could be developed there would be a tremendous saving in the cost of merchandise. I expect that this exhibition will cost the manufacturers in the neighborhood of $25,000.00. This will include the cost of the exhibition itself and in addition the personal expenses of those who attend for the purpose of exhibiting goods. This is a rough calculation but I think will be approximately correct. We anticipate that there will be an attendance of not less than 2,500 buyers, representing the various lines displayed here. Let us assume that each of these buyers would or could purchase $1,000.00 worth of goods. This would appear to be a very low figure as there are undoubtedly gentlemen here who could and will, within the next month, purchase five, ten or twenty thousands dollars' worth. The average purchase of $1,000.00 each would mean orders to the amount of two and a half million dollars, with an expenditure by manufacturers of $25,000.00 or a total 1 per cent selling cost, whereas if this same merchandise was sold through the medium of travelling salesmen it would cost approximately $250,000.00.

You will perhaps say that to the manufacturers' costs should be added the expenses of buyers in attendance. In this regard I might point out that many of you have occasion to come to Toronto at times in any event. In a large city such as Toronto there are hundreds who can attend at no additional cost to themselves, but even allowing an additional $25,000.00 to cover the expenses of those who would not have come in any event, or even $50,000.00, the selling cost will be reduced to 2 or 3 per cent. instead of 10 per cent.

DAN JOHNSON

By reason of an amendment the constitution, the Clothing Section of the Ontario Branch of R. M. A., is now given a third vice-president, Mr. Johnson, a former Honorary secretary-treasurer of the Association was elected to the position.

Buyers' Advantages

In addition to the actual saving of immense sums of money we should consider the advantage to the buyer of having collected in one place for convenient comparison many lines of the same commodities. I have always felt that a large part of the expenditure necessary in selling through the medium of travelling salesmen was economic waste. There is great duplication of effort with no compensating advantage. To illustrate—I do not suppose there is a merchant here who sells overalls who does not have three or four, or perhaps a half dozen, salesmen call on him each week offering to sell him overalls. I venture to say you rarely stop to consider that the salaries and expenses of all these gentlemen are of necessity added to the price of the overalls as part of the cost, and of necessity a margin of profit on top of that. If it were possible to arrange, say twice a year, for an exhibition centrally located to which all overall manufacturers could bring their lines and which you could attend to select your requirements, it would be the means of saving hundreds of thousands of dollars each year on overalls alone. Apply this to all textile lines and the saving runs into millions.

"In buying, it occurs to me, that the virtue of looking ahead has proven somewhat of a boomerang," he said. "We have been anticipating an entire season's needs, whereas it possibly would have been more profitable had we distributed our purchases and forever kept ourselves in position to take advantage of any break in the market. To do this requires an absolute and constant knowledge of what's on hand, what has been sold and what the future demand is most apt to be. I am speaking not so much in terms of dollars or quantities as I am in units, the individual article and sizes, and the relation they bear to stock sold and stock in hand. There are being devised one or more systems of business control which cover this point thoroughly.

"As for sales, it is perhaps needless for me to dwell on the necessity of keeping an exacting finger on the pulse of your trade—of studying every plan or avenue that may lead to increased volume and lending every ounce of both your proprietorship and your enthusiasm to this end.

"The 1921 balance sheet was a disappointment to most of us and that disappointment was intensified through our inability to see any measurable degree of relief which 1922 might bring. However, we cannot say that the past year was wholly unprofitable, because profit consists of knowledge as well as money. And who will say he is not wiser for having gone through the experience?"

Let me also point out that the development of an idea of this kind depends almost entirely on the attitude of the retailer. The clothing market is always a buyer's market and the sales policy of manufacturers will be whatever the retailers make it. If in your judgment it is desirable that you have six men call on you each week to sell you overalls, and if you are quite satisfied to pay their salaries and expenses, which of course are added to the prices which you pay, and to pass these expenses along to the consumer with another profit added, why, of course, we will go on sending these gentlemen out to call on you. If, however, it were possible by a co-operative effort to institute a series of trade fairs, I think you will easily appreciate the fact that there would be a great saving in the ultimate price to the consumer

Because I believe that this is a practical idea and because the development of it will to a large extent depend on the success of this exhibition, and if you agree with the principle it is intended to work out, I hope you will demonstrate your approval by purchasing at this time.

Help Unemployment

There is another reason why it is desirable that as far as possible your requirements for Spring should be placed now, and that is the very acute unemployment situation in this country. Insofar as many lines of industry are concerned this cannot be improved until the opening up of Spring. This applies to the building trades and many other lines of activity which employ men. The textile industry, however, largely employs women, many of whom come from families of mechanics who are now unemployed. It rests with retail merchants of this country as to whether many thousands of female operatives are given employment. The whole industry could be started within a week if retailers would anticipate their requirements for Spring business and place them now.

I mentioned a moment ago the possibility of doing two and a half million dollars' business at this exhibition. On a rough calculation I estimate that the production of goods to this value would employ four or five hundred people for a year or two or three thousand for the next two months, which are the critical months, and two and a half million represents a small part of the total which the retailers must buy to take care of a normal Spring and Summer business. I will go further and say that it is in the direct interest of the retailer that he does make purchases of his normal spring requirements at the earliest possible moment. I base this statement on the fact that if even normal trade develops this Spring there will not be enough goods to go around.

The delay by merchants in purchasing their requirements for Spring and Summer is no doubt largely occasioned by the uncertainty existing in the minds of many as to the trend of prices. I realize the danger of making any prophecies in this regard, as I have seen men much more capable than I am of giving opinions as to market conditions, make very great miscalculations. Insofar as the cotton situation is concerned there are two factors which largely determine prices — the factors of production and consumption.

Let me give you a few facts regarding the cotton situation. It is an established fact that an acute famine existed in cotton in August, 1910. During the next four years, just prior to the World War, crops, including linters, aggregated slightly less than 57,000,000 bales and consumption just short of 56,000,000; so that the war opened with a reserve stock, above the famine basis of 1,000,000 bales. The war broke out on July 31st, 1914. The succeeding seven years produced crops (including linters) of 92,100,000 while the world consumed 88,900,000, thus causing an accumulation of 3,200,000 to add to the 1914 surplus of 1,000,000, making a total over the famine basis of 4,200,000. Add this season's yield of 8,300,000, plus linters, say 500,000. Total available supply this year, 13,000,000.

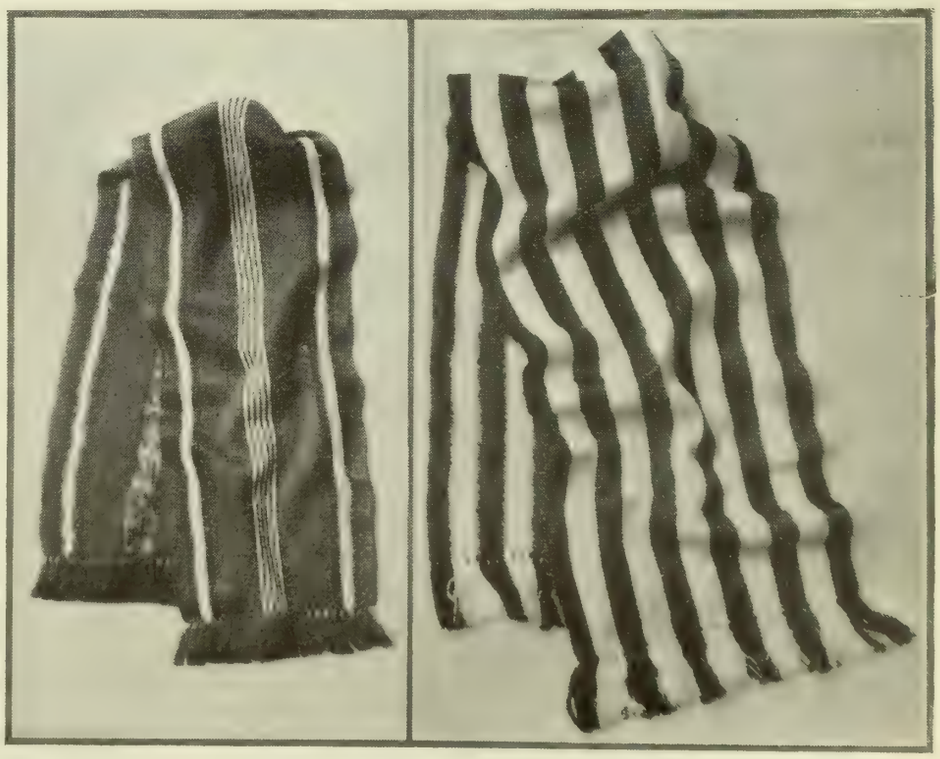
Such a situation threatens to wipe out the available supply and leave nothing for surplus, thus bringing the world's supply of American cotton back to the famine basis of August, 1910.

It is therefore, imperative that the next American crop be a full one—13,000,000 or more—to meet the wants of a world steadily working towards normal. And apparently the price between now and the end of planting time—mid-June—must be high enough to accomplish this. Spinners, at least in Europe, will not oppose a rising market, but may be trusted to lay in extra supplies, as far as their financial resources will permit. Then, if fear of scarcity should seize the public mind, prices will respond to the point where abundant acreage will be actually planted. After that, the outcome rests on the knees of the gods. Weather, more than acreage, makes the yield. 37¼ million acres produced (without linters) in 1918 less than 12,000,000 bales; and in 1916, 36,000,000 acres yielded under 11½ millions.

There is no industry in which the price of finished goods is so immediately affected by the price of raw material as the cotton industry. Any change in the price of raw cotton is almost immediately reflected in the manufacturers' price of finished garments. It was my privilege to visit the Southern Sates recently when I had the opportunity to discuss the cotton situation with planters, manufacturers and bankers, and the unanimous opinion of those on the ground is that we are going to see higher raw cotton prices. This attitude of mind on the part of the Southern people may be somewhat affected by the desire to see higher prices, but it appears to be almost the unanimous opinion of those whose judgment might be regarded as valuable that we are going to see higher priced cotton with consequent higher priced finished goods.

Insofar as the woollen market is concerned I do not feel like offering any very definite opinion, but I do know that from even a casual reading of the daily reports of conditions in the woollen industry that the general tendency of raw wool is upward. It would seem, therefore, that there is perfect safety in purchasing goods fairly well up to what you might estimate your ordinary requirements to be.

Alfred M. McIntyre, who has been with R. H. & J. Dowlers for fifteen years, has assumed the managership of the Dowler store at St. Thomas.



Two lovely scarfs for sports wear. They are of silk on one side and brushed wool on the other. The scarf on the left has a bright red ground with stripes of black and white. The other is black and white. The lustre of the silk is very effective.—SHOWN BY THE MONARCH KNITTING COMPANY, DUNNVILLE, ONTARIO.

Better Dressed Men in the Easter Parade: Fastidious Formal Dress Makes Good Business

A Chance to Stage Two Openings—One The Middle of March and the Other a Distinctly Easter Showing—Sartorial Correctness This Year More Than For Years Back—Coat, Neckwear, Silk Hat and Trousers Must be Carefully Selected

RETAILERS in certain leading Canadian cities say that much more attention is now being paid to correct details of formal attire such as is requisite for weddings, receptions and such daytime functions. The man who is in the habit of attending such affairs has not been quite as fastidious in the past few years as he has become to-day, possibly because military uniforms had spoiled him somewhat and it seemed unnecessary to spend much trouble over such things as the correct cut of a vest or the shape of the new silk hats.

According to several prominent retailers in Ottawa and Montreal, there will be certain marked changes this year in masculine attire as decreed for the Easter Day parade. Sartorial correctness will be more in evidence this spring than in many seasons past.

The general consensus of opinion inclines to the belief that men will wear more formal dress than has been the case since 1914. Outlining some of the niceties which must be observed, an authority mentioned the following points to be carefully observed where the selection of afternoon dress is concerned.

The Choice of a Coat

"There is a distinct feeling in favour of the braided morning coat," he said, "either in one or two button models. Of course some men prefer the perfectly plain styles, but the braided effect is rather more dressy and has nothing of the effeminate about it. The principal change in cut will be in the lapel which will be just a little narrower. The vest should have a slightly lower gorge than last year's style, to show a fine quality of material in the white shirt, and a little more of the cravat, which must be a quiet tone of grey brocade or jacquard silk.

Easter Neckwear

"Careful attention should be paid to the choice of a collar this season, as heights are most important to consider where the final effect is concerned. Of course the wing collar is the only choice, but it must be selected and tried on with the greatest care, to ensure that the points and the height are just right. The low wing collar and bow-tie are growing in favour with many smart men at present.

Trousers

"For the remainder of the costume, the trousers must of course be of the conventional grey stripe, the socks should be of heavy black silk, while spats will undoubtedly be worn right up to the warmer days because men in general do not care for the fancier styles of footwear such as patent leather, etc. Grey suede or silk gloves will be correct, and the latter are becoming most popular for dress wear and will probably be worn much more widely than are the kid or leather styles.

Here is a window which P. J. Kelly, of Stratford, arranged a few days before a big Masonic ball in that city. Evening clothes and accessories are featured and additional interest is created by the use of Masonic figures and dress. The large showcard in the centre of the window reads, "Ere, Beer and Spirits," while the one to the right of the picture says, "Big doings; we have everything you'll require except your lady." The window, Mr. Kelly says, not only sold a lot of merchandise but created favorable comment and considerable interest.

The 1922 Silk Hat

"The 1922 model in silk hats is a little straighter in outline with less bell to the crown. This narrower effect across the top is very smart and decidedly better than the broader effects of a year or so ago.

"Should Easter be stormy, then a Chesterfield and white silk scarf will be correct, but if the day be sunny, the only needful accessory to complete the costume would be a good looking cane of light wood, simply finished with plain crook and silver band. Handkerchiefs should be of plain white linen to accompany this costume, initialled or otherwise."

Two "Openings" This Year

According to this authority, retailers will be advised to go after spring business earlier than usual this year.

With Easter coming so late it is possible that the weather may become quite warm and sunny towards the latter part of March, necessitating the purchase of a new suit as well as various other items of furnishings. The best plan would be to feature the spring opening not later than the 25th of March, or better still earlier, for the reason that the man who needs new things will then have an opportunity to consider what he needs, being guided by the suggestions in the store window, and will have sufficient time to place his order, allow for any alterations which must be made and yet have time to wear the clothes before Easter if desired. "By following this plan," said an Ottawa retailer, "one obtains about three weeks of pre-Easter business and also a week of regular Easter business in the way of furnishings and accessories or gifts. I intend to feature two distinct spring displays, one about the 13th of March which will be merely spring attire of a general sort, and another about April the 3rd which will be distinctly Easter-like in character, in which plenty of fresh flowers and purple and white colors will be used and only the nicer kinds of haberdashery will be shown. I believe we should do more business than usual by means of this double opening."

The store of W. E. Preston and Co., Midland, Ont. was destroyed by fire on Feb. 2. The loss is estimated at $100,000.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

STYLE CLOTHES FOR MEN, YOUNG MEN, AND STUDENTS

WE SPECIALIZE ON STYLISH SUITS MADE OF HIGH GRADE WOOLLENS

GOLF HOSIERY—STYLISH AND DURABLE

DEPENDABLE QUALITY CLOTHES AT MODERATE PRICES

AUTHENTIC STYLE IS AN OUTSTANDING FEATURE OF THESE CLOTHES

WE HAVE QUALITY CLOTHES FOR ALL MEN

STERLING VALUES—SUPERB WORKMANSHIP—MODERATE PRICES

THE NEWEST IN JAZZ MODELS FOR YOUNG MEN

A STYLISH TOPCOAT FOR EARLY SPRING

IT WILL PAY YOU TO LOOK AT OUR CLOTHES BEFORE MAKING A PURCHASE

AN EXCEPTIONAL RAINCOAT AT AN EXCEPTIONAL PRICE

SPRING SHIRTS THAT DO NOT FEAR COMPETITION

WE ARE MEETING THE SITUATION WITH SPECIAL VALUES FOR THE CAREFUL BUYER

OUR SHOWING OF SPRING MERCHANDISE IS READY FOR YOUR INSPECTION

WE ARE CASHING IN ON THESE CHECKED SHIRTS

THE SPRING'S NEWEST IN FELT HATS

THE COLOR, THE SHAPE, AND THE PRICE OF THIS HAT ARE RIGHT

CLOTHES THAT CREATE A BUYING MOOD

EASTER NOVELTIES IN NATTY NECKWEAR

EASTER SUNDAY WILL BE BRIGHTER WITH ONE OF THESE TIES

FANCY HOSIERY FOR THE WELL DRESSED MAN

SHIRTS WITH FOUR VIRTUES—FIT, QUALITY, PERFECTION, PRICE

WORSTEDS HAVE ADVANCED BUT OUR PRICES ARE THE SAME

THE CROWNING FEATURE OF THE EASTER PARADE

NEW TOPCOATS AT SUPER-VALUES

COLLARS WITH A FAULTLESS FIT

SEE OUR EASTER NOVELTIES IN SHIRTS AND NECKWEAR

YOU ARE WELCOME TO OUR ANNUAL SPRING OPENING

SERVICE AND SATISFACTION ARE COMBINED IN OUR SPRING MODEL

MANNISH GLOVES THAT FIT AND WEAR

FIRST QUALITY GLOVES FOR THE EASTER SEASON

UNDERWEAR FOR THE FIRST DAYS OF SPRING

New Note Sounded in Advertising

American Advertisers Getting Away From Old Style of Self-Glorification—Giving Information That Will be of Use to Men Who Sell Their Merchandise—Taken up by the Clothing Men —Experience of a Retailer

THERE is a vitally significant change occurring this year in regard to the character of advertising featured by American industries of all types. Not only trade but also consumer advertising has noticeably undergone a metamorphosis which is steadily becoming more marked and is only another of the signs of the times, and the largest development in the drama of readjustment. Those who have observed this change, herald its coming with satisfaction, pointing out that the time has come when the powers of enthusiasm and confidence must be harnessed with a still more powerful steed namely, a thoroughly scientific knowledge that deals with concrete facts and no longer dabbles in abstractions.

The complaint is heard on all sides that advertisers do not realize the opportunity which exists for them in the very merchandise which they have been content to talk about in vague generalities for so long a time. That a crisis has inevitably occurred is not remarkable, due to the fact that conditions in general have become critical, and are now resolving into stability on another basis.

A new conception of the nature of advertising has gradually transformed public opinion in the United States, and the demand to-day is exclusively for copy narrated in a form at once informative and interesting. Just this month an announcement bearing upon this subject was made in New York which embodies this idea in a practical manner. This announcement was put in the form of a suggestion to all the leading trade advertisers in a certain publication which has a very wide circulation, that they should henceforth send in advertising matter dealing with the various attributes of their merchandise and no longer confined to such statements as "Our Spring Line Now Open—Biggest Assortment of Style in America." This sweeping generality has got "the axe" in slang parlance, and in its place is to be found the editorial type of copy, which interests, educates and even charms, by reason of its new character.

Where The Old Style Failed

Several years ago manufacturers were content to have their names before the public with little or no attempt to explain in detail, any of the interesting facts incidental to the manufacture of their products. Now the contrary rules, and the greatest firms which the United States boasts are now busily putting out publicity matter in both booklet form and in different publications which explains fully how the product is derived, manufactured, distributed, etc., together with every possible sort of information which could aid the salesman of the goods to make sales.

A BIG department store proprietor in discussing retail advertising at a recent convention said: "Who does not have his advertising written around the very best part of the lot of merchandising even though there is 10 per cent. of that quality and 90 per cent. not so good? Who among us could not improve this advertising and make it more believable if he wrote his ad from the basis of the poorest merchandise in the lot so that the customer responding would find it better than he had come to expect?

"The cost of the public discounting our advertising is being paid by every advertising man today, and the only remedy is to write our advertising backward—write it from the customer's viewpoint and not from the store's viewpoint, and write it from the basis of the worst story we have to tell and not the best."

This idea is not revolutionary nor is it unreasonable. It is so logical and essential to present day merchandizing needs that the wonder is it has not been tried out sooner. This new direction has been imperatively needed, and not only will it enlighten the trade at large but the buying public will at least have the benefit of knowledge too long withheld.

Clothing Makers Adopt Idea

The most prominent clothing manufacturers of the United States have undertaken to revise their advertising policy in this respect and are planning copy minimizing the personal element which has latterly verged on boastfulness and even exaggeration, and will feature continuous articles dealing with all the different stages incidental to the making of garments, emphasizing various points helpful in selling as well as in buying. Pictures also will be different. There will no longer be a wholesale use of stock cuts of no use whatever except to fill up space, but there will be a widespread use of diagrams, "close-ups" or magnified cuts to assist the salesmen or the purchaser to understand the construction of garments scientifically.

This transformation in the realm of advertising is not confined exclusively to the manufacturers by any means. There is likewise a decided preference shown by the leading retail stores in the United States for the "editorial advertisement" which describes certain merchandise in a style not only terse and readable, but is possessed of vital news value. Newspaper men of wide experience are now sought as advertising writers in the big stores, and the creed adopted by all leading concerns is that "advertising must be news." The great thing to observe is the elimination of non-essentials in advertising to-day. In analyzing the copy of the most progressive stores, it is plainly visible that terse statements of facts, together with prices, now replace the old time verbosity. Everything unnecessary is eliminated and even signature cuts are reduced to provide more space for news of merchandise.

No Added Costs

Advertising costs, as everyone knows, are high but here in Canada we have not the same conflict with the colored supplements and the numberless theatrical spreads which fill up the papers in the United States, and which compel advertisers to employ large lay-outs or nothing. In this country we have the best possible opportunity of getting results from this new conception of the business of publicity, when comes at the psychological moment when the business world is crying for stimulus, enthusiasm and a fresh viewpoint.

Two Test Questions

Both manufacturers and retailers in this country can profitably consider this question at the present time, and ask themselves: "How does my publicity matter measure up to this new conception?" Is it short, pithy, interesting, newsy and informative? Or is it long-winded, tiresome, over-boastful and egotistical? And also, is the copy adapted to the type of reader who buys the newspaper? In most cities where there are several papers issued in competition, it generally happens that no two are read by exactly the same class of reader. Make sure therefore that you are not writing "highbrow" stuff in the wrong place, nor employing a slangy and familiar style to attract conservative and thoughtful readers.

Success Already Recorded

Recently an example was brought to the attention of MEN'S WEAR REVIEW of how a change in advertising policy could improve the business of a retail clothier. A certain retailer in a leading Canadian city has been widely known to the trade at large and to a

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Telling Customer What Is New

New Note in Retail Advertising—Question of Models Shown

Two Montreal firms have recently adopted a new line of advertising in which style is featured stronger than it has been for a considerable time. Believing that the well-dressed man is as anxious to know what is new in the style world as they themselves are, these firms are beginning to tell them and to get men to pay more attention to the whole question of correct dress.

For instance, a recent advertisement of J. H. Blumenthal & Sons was a two column well-set-up advertisement headed "Give a thought to style." It went on to say, "Men's suits, featuring new suits in the narrow notched lapel. Coats are a bit longer—and many of the best dressed men are wearing straight, cuffless trousers." Then it goes on to say something about shirts. "The smartest shirt a man can wear today is either the plain white with self-stripe or self-spot—or a neat, colored design with collar to match. In the latter case, be sure that the collar is a low shape and in the case of stripes, the stripes should run horizontal, not vertical."

Glen Case recently ran a number of two-column four-inch advertisements in which the question of correct dress was discussed. One of them, headed, "Faultless," pointed out that "the art of being faultlessly clad lies in observing all the little niceties of dress. The cravat plays the leading role in the comedy of niceties, and it is well to remember that you have cast it for the spotlight of public attention. It should be rich, quiet, well-cut, and of good design. Case cravats—the acme of good taste."

Question of Models

In this connection, reference might be made to the question of the number of models of style carried by clothing manufacturers. This question came up at the recent convention of retailers in Toronto and the opinion was expressed in some quarters that far too many were carried for the retailer to select from. The point was made that while perhaps twenty-five to fifty models were carried, the retailer selected only five or six; and the inference drawn was that there might be a saving of cost if fewer models were shown by travellers.

In discussing this with one manufacturer a new light was thrown on it from any that came out at the convention. This manufacturer said there was a distinct difference between the house that had its own retail outlet or that had established agencies throughout the country, and the house that visited all the retailers in any one town or city, or the majority of them. In the case of the former, this contention of carrying fewer models might hold good, but in the case of the latter it would not. The latter salesman shows his range to Mr. A who selects five or six models. He asks the salesman not to show these models to Mr. B. or Mr. C. in the same town; therefore, Mr. B. or Mr. C. does not see them. Mr. B. selects five or six other models and again asks the salesman not to show these to Mr. C. or Mr. D. And so it goes. By the time the retailers have made their selections, very few of the models are left. To sum it up, one manufacturer said: "Last season we had forty models and we sold every one of them."

NEW NOTE SOUNDED IN ADVERTISING

(Continued from page 48)

very wide number of customers by reason of his extensive advertising in the newspapers of his locality. His copy was always half a page, or a quarter at the smallest, and was decidedly "cheap" in tone, lengthy as a rule and best characterized as "self-satisfied." This copy was uniform in all the city papers, and was evidently meant to attract medium class trade. During February of this year, this type of copy suddenly disappeared and in its place was run a small square layout, lettered in script with a small but effective etched cut and a few lines of copy describing the different virtues of a $35 suit, essentially adapted for all types of business men. In the short time that this kind of publicity has been tried out, and, be it noted, in the comparatively quiet month of February, results have been extremely successful. The old style of publicity has now been discarded for all time by this firm. Even though it may require time to get the public accustomed to the new style of copy with its brevity, its interesting subject matter and its absence of self-glorification, yet the experiment has already justified its existence, and it may safely be said that this firm, as well as many others, who have felt that the time has come for a change in advertising policy, will never regret a trial of this method, once they have tried it out.

Ely's Limited have placed their Sparks St. Ottawa, store under the management of J. A. and E. M. Delahaye. Business is still being done under the name of Ely's Limited.

W. J. Armstrong has been appointed manager of the new overcoat section of Fels, Limited, of Montreal, and will be located henceforth at Montreal instead of Toronto.

Mr. Nelson, manager of the Men's Furnishings Department of Almy's, Limited, has been appointed to a similar position in the firm of A. J. Freiman & Co. of Ottawa, where he will begin his new duties immediately.

"January Thaw" Sale Is Tried

The Two Macs of Ottawa Give a New Title to an Old Sale

The unusual monotony of January discount sales was cleverly dispersed this year in the case of the "Two Macs" store of Ottawa, where instead of the familiar message about 20 per cent discounts being offered, another idea was tried out. This was suggested by the thought that the public is getting tired of ordinary and somewhat too familiar discount sales in which there is nothing whatever to tickle the fancy, or tempt the shopper to loosen his or her purse strings. So the annual pre-inventory sale was rechristened under the novel title, "Our Annual January Thaw." The idea was that prices would thaw perceptibly throughout the store during the wintry days following the New Year and the shrewd shopper might snatch a valuable opportunity to obtain bargains before prices stiffened back to normal in February.

According to a representative of the firm, the idea really proved interesting to the public and comments were made to the staff on the fact that it was a good idea to get away from percentage figures for a change.

The "Two Macs" have always made a special effort to interest boys because a large part of their store is devoted to boy's apparel. One of their window displays lately was of unusual interest to the younger generation, as well as to grown-ups, although it contained not one single item of regular merchandise. This display was a forest scene representing a small grove of spruce trees amongst which a log or dead tree was erected. Upon this old stump were perched several woodpeckers exceedingly lifelike in appearance, apparently busily engaged in pecking at the wood. A neat show card in front explained that woodpeckers were useful birds and served a valuable purpose in destroying insects and parasites which injure our forests, and should never be destroyed under any circumstances.

This nature lesson attracted many school boys, who recall with enthusiasm the bird house contest conducted by the store last spring, and which is to be featured again in the near future. This contest will be carried out on a much larger scale this spring since the interest evinced by the boys of Ottawa last year, warrants such an expansion of plans.

Incidentally, the "Two Macs" store will celebrate the 33rd anniversary of its foundation, upon St. Patrick's Day, the 17th of March, and many interesting displays and features are planned for this event.

Beauchamp & How Co., of Toronto, have been awarded the contract of making 2,000 uniforms for the Toronto Transportation Commission.

Delegates Attending Amalgamated Conventions

THE FOLLOWING is the official list of delegates who attended the Amalgamated Conventions and Canadian Textile Products Exhibition during the week of February 13th—17th:—

W. C. Mackie, Beamsville; J. C. Hertell, Kitchener; H. O. Teasdall, Toronto; H. Muldoon, Brockville; R. M. Henderson, St. Thomas; Robt. Clear, Toronto; J. W. Shillington, Blenheim; A. G. Shillington, Blenheim; D. Stazanoff, Thorold; G. T. Smith, Toronto; W. W. Treleaven, Toronto; J. F. Fraser, Picton; G. Chantler, Stroud; J. P. Tweedell, Toronto; R. Peglar, Toronto; T. A. Rutherford, Galt; E. A. Willis, Toronto; R. Fair, Peterboro; W. W. Staples, Lindsay; G. A. Greer, Lindsay; M. Epstein, Toronto; L. M. Dunn, Toronto; E. M. Trowern, Ottawa; A. D. Currie, Brockville; Thos. Barrie, Peterboro; Miss M. B. Allin, Toronto; Miss E. Allin, Toronto; M. Rosenfield, Toronto; E. R. Fisher, Ottawa; A. L. Colquhoun, Toronto; E. Crenz (Engels), Hanover; J. C. Engel, Hanover; H. E. McTweevey, Moncton, N.B.; W. C. Miller, Toronto; W. H. Bosworth, Toronto; R. W. Shields, Palmerston; C. R. Eastman, Hamilton; W. G. Milne, Toronto; R. T. Stanley, Toronto; R. F. Builder, Toronto; G. B. Nelligan, Hamilton; H. Epstein, Toronto; J. Munn, Ripley; A. A. Presgrave, Toronto; W. A. Robinson, Brampton; M. J. Kamman, Trenton; T. Linsey Crossley, Toronto; C. H. Rupert, Ottawa; Wm. A. Stewart, Ottawa; A. W. Kritach, Ottawa; C. H. Pilkey, Toronto; S. Cross, Toronto; Z. Trewbetzky, Toronto; C. W. Finch, Hamilton; P. J. Jewison, Toronto; R. Taylor, Toronto; R. H. Scott, Toronto; R. Hawkins, Smith Falls; E. Howes, Toronto; H. F. Epstein, Toronto; W. B. McCullough, Toronto; J. Ross Wylie, Toronto; F. B. Rogers, Toronto; E. Papernick, Toronto; T. F. Boyle, Toronto; T. A. Spencer, Victoria, B.C.; M. Blumenthal, Toronto; A. F. Lofft, Jr., St. Mary's; A. L. Cumpston, Toronto; N. Kieshen, Toronto; S. Ferguson, Toronto; Super Craft Clothes, (E. M. Crangle), Toronto; M. Wilson, Toronto; Peter Bellinger, Toronto; B. Kliem, Toronto; H. D. Sherrin, Petrolia; W. E. Farrell, Fredericton, N.B.; J. B. Waite, Galt; David Rogers, Chatham; James T. Davis, Hamilton; Jas. Tasker, Hamilton; Walter Watt, Uxbridge; C. H. Kaplin, Kitchener; R. Collier, Toronto; W. H. Shaw, Lindsay; T. A. Stone, Hawkestone; Harry F. Orr, Edmonton; J. H. Taman, Toronto; C. Umphrey, Petrolia; N. A. Robinson, Brampton; E. E. Davies, Edmonton, Alta.; Edwin E. Ball, Hamilton; A. Mathews, Toronto; S. Phillips, Cornwall; H. Lite, Toronto. J. A. Godard, Toronto; Hugh Falconer, Shelburne; J. A. Kannam, Shelburne; J. E. Quinton, Brantford; H. R. Winter, Toronto; A. Swartz, Rumsey, Meaford; G. D. Wright; John S. Carr, Thornbury; W. McKnight, New Liskeard; A. F. Hawkse, Grimsby; G. F. Beard; R. J. Johnston, Harold Johnston, Toronto; A. Tisdale, St. Thomas; W. G. Hay, Toronto; L. W. Campbell, Elmira, N.Y.; W. G. Thompson, Toronto; Olch Bros., Toronto; Frank Bowen, Toronto; F. Kearns, Toronto; W. J. Hilliard, Wingham; B. Klein, Toronto; F. Snelgrove, Toronto; C. McAdam, Toronto; S. M. Sturman, Cannington; H. Shulman, Toronto; W. Jones, Galt; R. Soll, Galt; W. K. Churchouse, Ingersoll; J. N. Cunill, Simcoe; A. Ludlow, Brantford; Jos. Abelson, Ottawa; L. Fraser Renfrew; H. Everett, Hall, St. John, N.B.; W. L. Kenney, Parry Sound; W. Gilbert, Montreal; W. A. Speedy, Ottawa; W. J. Millar, Goderich; G. N. Thurston, Bowmanville; W. E. Bell, Ottawa; W. Baird, (Baird & Riddell), Carleton Place; H. Brimmell, Lindsay; C. M. McDonald, Ottawa; C. F. Macneill, St. John, N.B.; E. Mack, Toronto; C. Sauvey, Wallaceburg; C. J. Halliday, Chesley; C. Buchanan, Wallaceburg; F. R. Barber, Pt. Elgin; W. C. Fry, Bracebridge; J. R. Stephenson, Strathroy; Dan Johnson, Ottawa; Minaker & Co., Cobourg; J. Garden, Calgary, Alta.; L. J. Picard, Peterboro; L. Johnson, Ottawa; A. Weingarden, Windsor; C. J. Racher, Galt; T. R. Warren, Ottawa; L. J. Campbell, Toronto; J. J. Cain, Toronto; A. E. Dougherty, Toronto, W. Hern, Stratford; F. Bellinger, Toronto; R. S. Cull, Guelph; G. E. Duffy, Toronto; W. A. Murton, Toronto; S. Rogul, Toronto; F. A. Logan, Niagara Falls; F. L. Kennedy, Leamington; L. D. Kennedy, Leamington; J. A. Coburn, Hamilton; L. Conway, Peterboro; M. Cottingham, Peterboro; G. A. Gray, Chatham; J. C. Begg, Hamilton; H. Phillips, Cornwall; W. R. Price, Niagara Falls; C. H. Howard, Toronto; G. E. Beatey, Kenora; M. L. Cunning, Oshawa; W. Farren, Hamilton; F. J. Mitchell, Fort William; J. H. Gordon, Stratford; H. A. Wettlaufer, Kitchener; W. Thomson, Toronto; O. T. Davis, Hamilton; G. I. Draper, London; W. M. Mitchell, Toronto; J. M. Strachan, Toronto; Leo Hartzman, Toronto; N. W. Hartzman, Toronto; B. Ginsberg, Sturgeon Falls; A. Hickey, Peterboro; W. E. Maxwell, St. Thomas; H. G. Milne, Barrie; P. Roden, Toronto; J. Koletsky, Toronto; C. W. Doan, Niagara Falls; J. W. Tanner, Mt. Forest; J. G. Tanner, Mt. Forest; R. McGiffin, Ottawa; R. A. Stephens, Barrie; G. M. Farrington, Picton; A. S. Case, Montreal; H. G. Thurston, Bowmanville; W. Abramovitz, Toronto; L. H. Leeson, Aylmer; Lewis Greisman, London; E. D. Holliday, Simcoe; J. H. Willard, Toronto; W. W. Inglis, Brantford; C. W. Boemer, Ford City; John Brass, Toronto; R. R. Metivier, Toronto; H. L. Fralick, Hamilton; C. D. Mitchener, Saskatoon; J. R. Watson, Hamilton; N. Richardson, Toronto; C. W. DeCuirre, Toronto; W. Laflamme, Toronto; J. Lyons, Hamilton; W. A. Snell, Toronto; N. P. Kelley, Toronto; J. Moran, Owen Sound; H. Smith, Toronto; C. C. Caldwell, Toronto; R. B. McLelland, Hamilton; E. H. Gregory, Walkerville; C. Spence, Perth; J. S. Lowry, Toronto; H. Tlustre, Toronto; J. S. Sheely, Peterboro; N. Willard, Toronto; G. Greenspoun, Toronto; S. F. Ballachey, Paisley; C. F. Drinkwater, Brampton; Chas. Thorndyke, Millbrook; H. W. Elliott, Kingston; A. Glasscow, Toronto; E. V. Hoffman, Grimsby; B. W. Zieman, Preston; J. E. Zieman, Toronto; B. Denson, Toronto; J. DeYoung, Toronto; W. H. Okeckin, Guelph; M. Draimin, Toronto; W. Rucher, Toronto; G. H. Reddie, Toronto; H. Taylor, Toronto; Thos. Edward, Toronto; M. Hobberlin, Toronto; C. E. Vardon, Toronto; J. A. McDonald, Listowel; A. J. Morrish, Clinton; L. B. Glover, Campbellford; J. W. Hanna, Wingham; W. H. Elsie, Brandon; M. Segal, Toronto; G. Silberv, Toronto; M. M. Schultz, Toronto; B. Walker, Hanna, Alta.; J. Barnes, Toronto; T. J. Sheppard, Toronto; G. G. Sheppard, Toronto; W. H. Spencer, Toronto; J. Maddill, St. Catharines; W. W. Wilkinson, Galt; Leo Danson, Toronto; L. M. Benson, Toronto; W. C. McMillan, Orangeville; J. A. Schinbein, Listowel; J. C. Munroe, Listowel; J. A. Renauld, Quebec; Harry Glover, Orangeville; T. A. Henry, Kitchener; C. A. Edwards, Toronto; J. R. Thompson, Toronto; Roth Eaton, Toronto; M. A. Brillinger, Toronto; J. J. Noad, Toronto; H. M. Shaw, Perth; J. H. Carruthers, Toronto; A. Rogerson, Toronto; C. F. Wilson, Toronto; A. C. Waggin, Kingston; A. E. Strasser, Toronto; W. J. Clarke, Windsor; Wm. G. Book, Brantford; W. H. Quinlan, Brantford; T. E. Weckham, Windsor; A. Rosenstein, Toronto; S. Stransem, Toronto; R. A. Macauley, St. John, N.B.; Mrs. C. S. McMichael, Toronto; Mrs. Angus Campbell, Victoria, B.C.; A. G. Carpenter, Brantford; A. M. Simln, Brantford; A. Pascoe, Toronto; A. Fall, Toronto; A. Affleck, Toronto; H. C. McDonald, Toronto; S. S. Hardy, Toronto; B. Tilley, Toronto; B. Warner, Toronto; J. J. Reith, Grand Valley; Geo. B. Barker, St. Catharines; Chas. H. Nave, Toronto; W. C. Linton, Toronto; G. Dunfield Toronto; W. Levy, Toronto; H. A. Taylor, Toronto; Max Dellin, Toronto; W. Lane, Toronto; T. J. Henderson, Toronto; J. C. Willard, Toronto; L. J. Crutello, Toronto; H. C. Hendy, Toronto; J. P. Herbert, Owen Sound; W. Given, Toronto; W. C. Neale, Toronto; Walter Stroh, Toronto; C. C. Trull, St. Thomas; C. Bommick, Toronto; W. S. Veale, Toronto; J. N. McKim, Toronto; Dayton Ostrosser, Timmins; Calhoun, Hamilton; R. S. Vance, Simcoe; Sky Bros., South Porcupine; F. W. Sutcliffe, Lindsay; C. J. Levy, Toronto; F. A. Lalond, Toronto; C. W. Macey, Toronto; H. H. Duncan, Markham; J. Manson, Toronto; W. G. Panter, Beamsville; F. K. Hardy, Toronto; F. W. Prumper, Guelph; R. C. Johnston, Toronto; J. W. Clark, Toronto; R. M. Zieman, Toronto; N. Abraham, Haileybury; J. H. Taylor, Stratford; C. Bale, Hamilton; H. H. Stone, Port Perry; B. Clark, Toronto; W. Revell, Toronto; British American Clothing Co., Toronto; H. D. Alland, Toronto; W. H. O'Reilly, Amherstburg; E. B. McCullough, Toronto; A. J. Callaghan, Jackson, Mich.; R. A. Campbell, Hamilton; C. Wardell & Co., Huntsville; A. K. Macey, Toronto; C. H. Jackson, Fort William; A. Pill, Dryden; R. A. Savigny, Toronto; W. Sheridan, Toronto; W. R. Willard, Toronto; L. Samuel, Toronto; M. Levine, Toronto; A. C. McConkey, Toronto; A. E. Brownlee, Toronto; W. H. Marsden, Toronto; J. Dowler, St. Thomas; F. A. Palan, Ottawa; C. J. Sowdon, Montreal; L. Abramovitz, Toronto; Geo. Rahn, Moonfield; M. Silverman, Hamilton; C. A. Trudell, Chatham; Jas. F. Dayth, Dundas; C. Adilman, Winnipeg; R. J. Neilly, Victoria Harbor; A. E. Dunlop, Toronto; N. Black, Toronto; W. C. Pridham, Goderich; C. Sage, Hagersville; A. Elkin, Guelph; S. Schwartz, Windsor; E. Goldberg, Hamilton; M. Simon, Alexandria; W. S. Hay, Guelph; Wm. Hay, Sr., Guelph; A. Robinson, Orillia; McArthurs, Orillia; T. Salter, Toronto; C. W. Detenback, Oshawa; L. R. Detenback, Waterloo; Mr. Sibbery, Toronto; J. Sales, Toronto; J. M. Amy, Drayton; H. C. Little, Toronto; J. A. Larson, Toronto; N. Ernst Kitchener; Chas. Senior, Toronto; J. A. Sutcliffe, Trenton; J. Innes, Rockwood; W. G. Watson, St. Catharines; L. P. Killins, Smithville; J. B. McMillen, Smithville; F. Rogers, Tillsonburg; J. H. Carhand, Toronto; H. J. Twiss, Barrie; B. P. O'Neill, Barrie; C. T. Devlin, Barrie; S. Ferguson, Toronto; W. J. Levy, Toronto; E. Trebilcock, Toronto; J. McLean, Toronto; R. V. Collier, Toronto; J. Broadbent, Brantford; G. LeRoy Oliphant, Toronto; M. E. Sullivan, Toronto; W. G. Nethery, Toronto; A. Cadwallader, Toronto; B. R. Galbraith, Milton; V. E. Lewis, Mt. Forest; H. O.

(Continued on page 53)

NEWS OF THE CLOTHING TRADE

A. E. Richardson & Co., who have been at 172 Simcoe Street, Toronto, have moved to the corner of King and Simcoe Streets.

Ed. Mack, Ltd., of Toronto is moving from his stand at 167 Yonge Street to the second floor of the building at 86 Yonge Street. He is discontinuing the caryring of furnishing lines.

R. H. & J. Dowler, Ltd., are about to open a new wing to their Windsor store facing Ouellette Ave. The mezzanine floor of this new wing is to be devoted entirely to boys' clothing.

Robert Darling, for 43 years a resident of Toronto and engaged in the wholesale woollen, tailor's trimmings and linen business, died on February 18th following a stroke. Mr. Darling was a native of Edinburgh and, as a boy 13 years of age, came to Canada.

Dr. Reaman, Educational Director of the Y. M. C. A., said in speaking of the school: "It is going to be a big thing for this city. The average person who sells behind the counter does not appreciate the contribution he can make to the general public. This study will make him something more than a phonograph. We wish to enlarge the vision of these people so that they feel there is a whole world behind what they are selling."

The first school of retail salesmanship to be held in Canada opened recently at the Central Y. M. C. A. with an enrollment of 75 men students.

The course includes 16 lectures on the principles of retail selling and 16 on merchandise or a knowledge of goods, and embraces instruction on general leather, shoe leather, metal products, house furnishings, furs, jewelry, stationery, drug sundries and textiles.

The National Association of Merchant Tailors of America have decreed that the well-dressed man should have three overcoats; one for town use, one for dressy occasions and the third for travelling or country use. The town coat should hang moderately straight from the shoulders and not define the figure at the waist line, with collar the same material as the coat. The dressy overcoat should fit the form more snugly and with collar and turned back cuffs the same material as the coat. The coat for the country may be single or double-breasted, hanging loosely.

S. O. Smith of Fort William has opened a clothing and tailoring store under the name of Smith & Company in that city.

The firm of Meloche & Fournier of St. James street, Montreal, has recently been re-organized under the name of Meloche & Delorme and will occupy the premises of 190 St. James street which the former firm acquired last year.

David Graham, for thirty years proprietor of a men's furnishing and fur store in Hamilton, died on January 20th. He retired from business about ten years ago. He came to Canada from Scotland when 28 years of age and was first employed with Grafton & Co., of Dundas.

A careful reading of the reports of the different state conventions recently held in the United States lead to the conclusion that the majority of retailers there in the clothing line are looking for gradually improving times. Particularly encouraging reports come from the west, due to the fact that farmers are receiving better prices for their produce.

Hyde & Halliwell, wholesale jobbers of Toronto, who handle the well known McGregor Caps, Oak Tree Hosiery and who represent J. Woolfendens & Co. of Denton, England, have recently added a new line to their stocks. This is a line of shirts, collars and pyjamas from N. Bertish & Co., Sun Court, Golden Lane, London.

A meeting of the Athletic underwear manufacturers' division, Group A of the International Association of Garment Manufacturers, formed recently to establish a standard scale for underwear, was held in Toronto on March 14th. One of the objects of this meeting was to appoint a licensing committee to inspect underwear produced by manufacturers and to pass upon its qualifications under the measurement scale adopted.

Reports from manufacturers in the United States indicate that the sales of separate trousers tend to relieve the clothing industry of pessimism. Early season orders indicate that men's furnishings departments anticipate a lively call for extra trousers to be worn with coats and vests which have outlived the usefulness of trousers. That economy is noticeable also among custom tailors who cater to the more exclusive trade. The majority of men ordering tailor-made suits, it is said, are having extra pairs of trousers made with regular three piece suits, thereby increasing the serviceability of the other garments.

William McCraig opened a new store at 2240 Bloor Street west, Toronto, carrying complete lines of men's and boys' wear.

The Toronto Transportation Commission recently placed an order for a large number of uniforms for employees of the Commission. For the first time in the history of street car employees in Toronto, Canadian cloth will be used in the making.

A. & A. Touchette of West Fort William have announced that they will meet the prices of mail order houses during 1922. They invite customers to bring with them the catalogues from these houses and they will meet their prices whatever they are.

A Hickok belt buckle worn by a man in Paterson, New Jersey, probably saved his life. He was standing nearby when a quarrel broke out between two Italians. Two shots were fired, missing the man they were intended for and striking the bystander.

An ambulance was summoned, and, when his clothing was being removed at the hospital, the two bullets fell to the floor. He only had a flesh wound. It was found that the bullets had struck the metal belt buckle he wore and had been flattened.

A CORRECTION

The firm of J. E. Lanoix Enrg. of St. Hyacinthe was incorrectly mentioned in the last issue of Men's Wear Review as being owned by J. B. Durocher. This should have read, "Messrs Boulay & Durocher, proprietors." The present business was acquired by them in March 1921.

OPEN PERMANENT SALES OFFICE

In keeping with their policy of providing every facility for buyers, John W. Peck & Company, Limited, have opened a permanent sales office and sample room in Quebec City, in the Seguin Building, 421 St. Paul Street, opposite Palais Square. Mr. Lechasseur is in charge, with assistants who are at the disposal of the trade in the Ancient City at all times. A complete line of samples of clothing, shirts and caps will be displayed the year round and the conveniences of the office are at the disposal not only of Quebec buyers, but also of visiting merchants from outside points, who have need of some such headquarters when in Quebec. The Company, whose head office and main factory and warehouse is in Montreal, also operate branches at Winnipeg and Vancouver.

Ritchie's Long and Honorable Career

Have Served the People of Quinte District for Upwards of Three-Quarters of Century—First Principles Laid Down Have Been Adhered to Throughout—Transactions on Strictly Cash Basis—The Advertising Manager Acquaints The People With Heads of The Firm

GOOD store publicity was recently given the Ritchie Co., Ltd., Belleville, by their advertising manager. We cannot do better than outline this in the advertising manager's own words, accompanied by cuts of the men in charge of this very progressive eastern Ontario retail firm that, for many years, has commanded the respect and patronage of many patrons in the Bay of Quinte district.

CHARLES M. REID
President of the Ritchie Co., Limited

"For sixty-three years," said the advertising manager in a five column advertisement in their local paper on January 14th, "the old firm of George Ritchie & Co., known as the Ritchie Co., Ltd., have been serving the people of this district, bringing merchandise from almost every country in the world and laying it before their many patrons in the Bay of Quinte District.

"Occasionally some lady or elderly gentleman will drop into the Company store and say, 'I have traded in this store ever since it started in business.' These old customers are necessarily becoming fewer all the time, but the business has gone on steadily, forming new constituencies and a wider range of patronage for all these years until it is now recognized as one of the leading businesses in Canada.

"Not only have the customers changed, but the management has changed from time to time, and it is a great many years since there has been anyone connected with it that was in the firm at the commencement.

"After the death of George Ritchie in 1878, the late Thomas Ritchie became head of the firm. He gave his active attention to the firm for a great many years, carrying on the same principles upon which the business had been founded, viz.:—Goods bought in the best markets, marketed at the closest possible prices; equal service for all, rich or poor, large or small purchases; one price only; and goods to be bought and sold for cash.

"About fifteen years ago, Mr. Thomas Ritchie practically withdrew from active work in the Company and Mr. Reid, the president, took over the controlling stock and became the real head of the Company. Mr. Reid has had associated

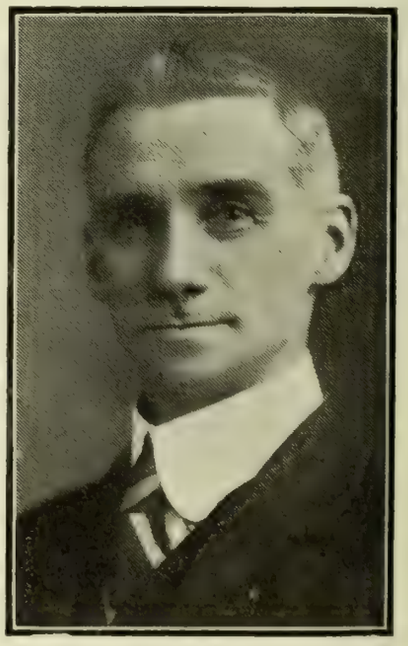
FRANCIS P. THOMPSON
Managing Director the Ritchie Co., Limited

with him a lot of splendid men as heads of the various departments and these men are still with the Company as may be seen from the accompanying photographs. They are all stockholders in the Company and will continue to unitedly carry on the business on the same platform that has made it such a success in the past. They will assure the public of:

1. A square deal in every transaction.
2. The best service that can possibly be rendered.
3. Business conducted on a strictly cash basis.
4. Absolute dependability of goods sold.
5. Exchange of any goods that are not exactly as represented.
6. Your money back if you are not satisfied.
7. Absolute courtesy at all times no matter whether you make purchases or not.
8. Prices always the lowest at which skilled merchandising, advantageous buying, and complete equipment can place the goods at oyur disposal.
9. Comfort of shopping in a well lighted, well equipped, well ventilated and agreeable store.

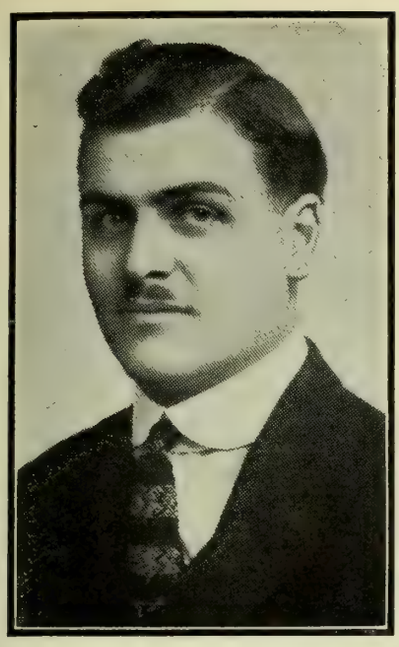
"We naturally feel very proud of our more than sixty years of business success. Not once in all these years have we failed to meet our financial engagements, nor have we failed to pay one hundred cents on the dollar to our creditors. We are glad to have achieved such a long and successful business experience.

"But we are not satisfied. We shall not rest idly on past achievements. We shall not allow ourselves to be thought of as merely old or reputable. It is not enough that we have built up the largest business of its kind in this district. Cheerfully and courageously we shall face the increased responsibilities of



J. H. BRYANT
Manager Men's Department

building a bigger and better future. We shall constantly strive to continue to lead, and to be worthy of the increased patronage that we are constantly enjoying.



C. DOUGLAS REID
Secretary-Treasurer

"We ask you to note the length of service of the various heads of our departments. We doubt if anywhere in Canada a better record can be found. Men remain with this Company because it is a good place to live. Never is anyone asked to do a dishonest or dishonorable act. This business has been built, and will be continued, on the principle of the Golden Rule.

"We ask for a continuance of your much-valued patronage. We will always be at your service with the right goods, at the right time, and at prices that you may have confidence in."

DELEGATES ATTENDING AMALGAMATED CONVENTIONS

Continued from Page 50.

tewart, Belleville; H. C. Benson, Toronto; G. Buchanan, Wingham; H. A. Bonter, Toronto; D. Dawson, Toronto; G. Wallace Guelph; J. Swan, Guelph; M. Brodey, Toronto; C. H. Brooks, Toronto; T. D. Buckham, Toronto; W. B. Hallam, Toronto; J. Ellwood, Toronto; J. O'Leary, Toronto; J. Fried, Toronto; C. D. Brown, Lindsay; F. M. Sutcliffe, Lindsay; H. C. Ashton, Toronto; J. Kussner, Cochrane; J. Seltzer, Toronto; M. E. Goldstone, Hamilton; M. Clear, Toronto; L. A. Teamerson, Toronto; W. E. Kelcher, Lindsay; S. R. Bews, Milton; H. J. Rush, Tillsonburg; L. H. Veale, Chatham; T. H. Grant, Orillia; C. Koechler, Clifford; M. R. Mason, Leamington; H. A. Cooper, Toronto; R. D. Imrie, Toronto; R. L. Hewitt, Toronto; W. J. Robertson, Toronto; C. Singer, Montreal; G. Gibson, Bracebridge; S. A. Morgan, Hamilton; C. R. Shannon, Hamilton; R. H. King, Wingham; G. A. Glover, Toronto; C. L. Adams, North Bay; F. Dunkelman; E. Offstein, St. Catharines; W. G. Hall, Toronto; A. J. Blackburn, Georgetown; Mrs. Shilbery; M. Schilbery; J. Byers, Toronto; L. R. Tobey; W. S. Moore, Hamilton; R. H. Moren, Prince Albert; E. R. Vermilyea, Toronto; J. Margolise, Montreal; J. H. Tucker, Toronto; C. D. Beer, Toronto; W. E. Farrell, Fredericton, N.B.; R. Dickey, New Toronto; E. Terrill, Mount Dennis; L. H. Walker, Toronto; A. F. Bremer, Toronto; L. Lazaeruez, Brantford; H. E. Henderson, Oshawa; R. D. Swift, Watford; A. P. Malone, Strathroy; C. M. Wardell, Huntsville; J. Nickelle, Huntsville.

"Free Swing" Coat Makes A Hit

Designer of Coat That Created Sensation in New York Says Time Has Come When Styles Must Conform to Exigencies of National Life—A "Collarless" Coat for Hot Weather

ON THIS page is shown a sketch of the "free swing" coat which has created such a sensation since its initial showing at the recent convention of the International Association of Clothing Designers in New York. This model, which embodies style and comfort in one, is the creation of Ralph Grossman of Montreal, who is associated with the Samuel Hart Company. Mr. Grossman has made a study of design in all its branches but is particularly interested in developing styles for men which will be absolutely comfortable as well as smart and youthful in appearance. This novel style which has been called the "sweep pleat" by American papers, is patented in Canada under the title given above, the term "free swing" being more accurate than the other description.

How it is Designed

According to Mr. Grossman, this new type of coat is a sports type basically, but it is more than that, because the unusual pleat under the arms, which unfolds or rather opens up after the manner of the mechanism of an accordeon, makes it a garment specifically adapted to the use of every man, whether he is traffic policeman, jockey, tennis player, golfer, street car conductor, etc. Every man who uses his arms and requires plenty of freedom will appreciate this unusual feature, which, while it permits as much liberty of movement as though no coat were worn yet has all the earmarks of a quiet and conservative type developed in any fabric desired.

Cuffs Worn Two Ways

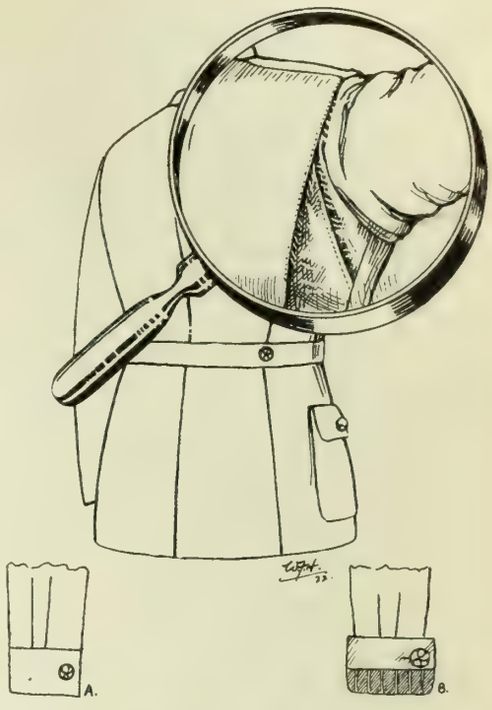
In the model seen by a staff member of Men's Wear Review, the style was a plain sports model finished with inverted box pleats and patch pockets, belt all round and leather buttons. It was developed in a soft heather mixture home spun especially smart for golfing. The cuffs also were novel, being finished with link fasteners, and could be turned up if desired with good effect.

According to the New York papers the introduction of this new model was the only interesting feature of the convention and it was said that American designers did not show anything as original nor as novel as this product of a Canadian member.

A Collarless Model

To Men's Wear Review, Mr. Grossman expressed the opinion that the time has come when men's styles must be less subservient to convention and more suited to the exigencies of climates and temperature. When the thermometer soars above 80 degrees in the shade, it should be possible for a man to be comfortable, yet not obliged to stay indoors because convention decrees that he must not appear without a coat. Mr. Grossman has created a lightweight coat minus collar which is unlined and can be worn over a silk shirt with the new turndown collar with smart effect. This type of coat is designed for wear at summer resorts or for business with equal correctness. After one becomes used to the absence of a collar and lapels and the perfect comfort of a turn-down collar, he will not return to the former styles, declares Mr. Grossman.

The evolution of the sports coat therefore, is one of the marked features of 1922, and who can say whether or not the character of the sports suit may not influence the trend of other masculine styles in seasons to come?



THE FREE SWING

Under the magnifying glass may be seen the novel sweep pleat introduced for the first time at the Rochester convention by Ralph Grossman of the Samuel Hart Company of Montreal. This pleat is so contrived that it is quite invisible unless the wearer of the coat is actively employed. It is suitable for sportsmen, policemen, motorists, etc., equally well. It provides all the room necessary without in the least degree disturbing the set of the coat proper. The cuffs are likewise unusual, being slacked and fastened up by links to allow for freedom of the wrists. When turned up, they look smart and business-like.

Novelties in Fall Overcoatings

Montreal Houses Are Showing a Wide Range of Fancy Cloths—British and Domestic Materials Are Favored—Large Overchecks Are Popular—Reversible Fabrics With Checked Backs—Popular Priced Overcoats Between $20 and $35

MONTREAL manufacturers have bought their immediate requirements in the way of fall cloths and are preparing to get out fall samples very shortly. During the course of interviews with leading designers this month, Men's Wear Review was informed that the majority of woollens featured in the forthcoming season's showing will be British and domestic.

In discussing the preferences shown by the manufacturers in the matter of novelty cloths, it was practically a unanimous opinion that suitings will show less change or variety in pattern and color than will coatings. The latter fabrics will occupy the centre of the stage as far as interest is concerned for the mills have undoubtedly surpassed all their previous efforts in the way of producing cloths of unusual design, colors and extra heavy weights.

Overcoatings

"The fall range of Overcoatings bears the same relation to style as suitings formerly used to occupy," declared one prominent manufacturer. "Whereas suit cloths usurped all the fancy effects and were always the most interesting materials shown, now the trend is all the other way, and we find that suits show little that can be characterized as really novel, while overcoats will be different in numberless ways. Every mill which has shown us samples is featuring check effects of every sort and description—but mostly large overchecks in soft colors. I should say that fully 50 per cent of the showings feature checked back coatings. The plain, sombre coat fabric is no longer considered the smartest material by the well dressed man; on the contrary we are going to see a whole run on such shades as tangerine or orange or red upon dull blues, tans, greys or greens. Possibly tan will be the best selling plain shade in overcoats, but the reversible cloths promise an extraordinary success. I cannot speak too highly of all the novelty linings either, such as the fancy checked polo cloths in a soft finish. These polo cloths will be prominently featured as linings to plain fabrics, in three quarter length effect. A plain tan shade will be lined with a tan checked with orange, or brown and blue, or green and purple and so on. The great thing is to get entirely away from plain neutral effects."

Greater Interest in Scotch Materials

Since the visit of the Scotch delegation to this country an appreciable gain in interest in Scotch woollens is being shown by the trade, it is said, and the fabrics just received from Scotland bearing the trade-mark of the famous organization, which exists for the protection of the trade in general against inferior tweeds and worsteds, is proving an added attraction in addition to the charm of unusual coloring and patterns which are so characteristic of these materials. These imported fabrics are however the choice of the more exclusive class of trade and it has been found that quite as smart new designs are being brought out by Canadian mills, particularly as regards the overcoatings previously spoken of. The reversible cloths which are so highly praised are the product of a Quebec mill, while some of the most striking color mixtures shown in the entire collection are manufactured in Toronto. These will undoubtedly prove the backbone of medium priced trade throughout Canada next fall.

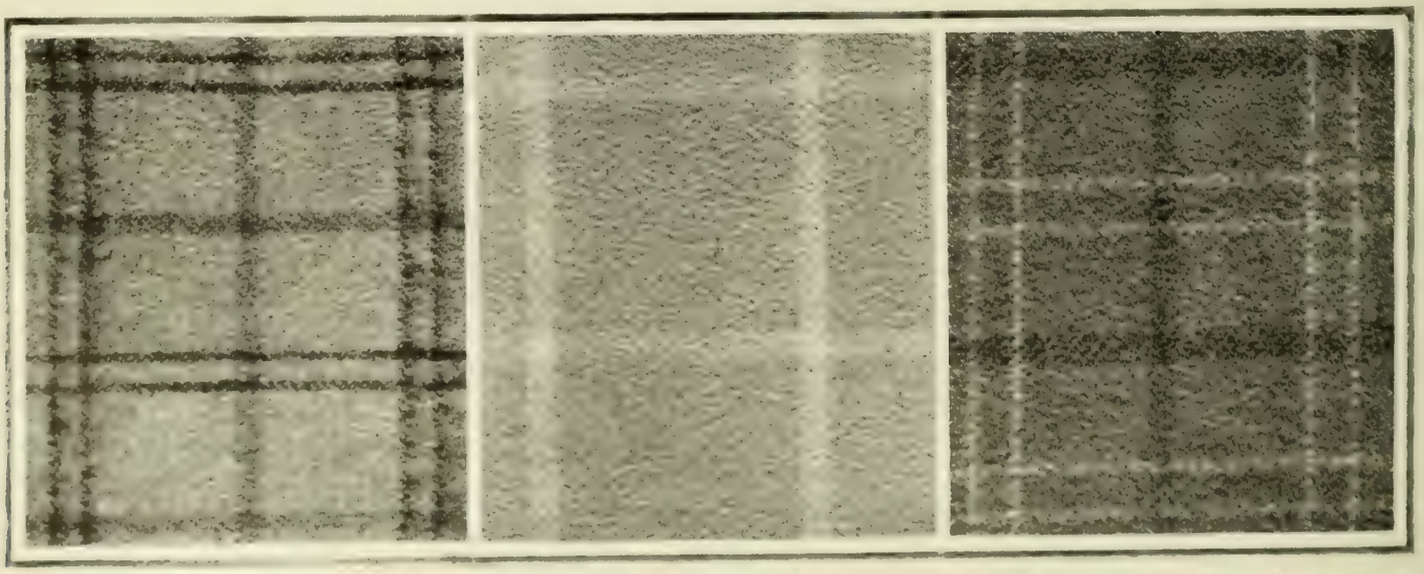
Light Shades

The Montreal firm above quoted inclines to the belief that light shades will be preferred by the trade rather than the dark colors in such cloths as Whitneys, naps, frizals, fancy meltons and Irish friezes among the overcoatings, while for suitings the demand will centre round fancy worsteds, saxonies and staple serges. In the case of the last named there has been a distinct tendency of late to demand a guaranteed quality of serge which can be sold with confidence by the trade, and in answer to this demand one of the English mills has originated an unfadable and unshrinkable serge which has been named "Harrogate" cloth, which it is claimed can be sold with a "money-back-guarantee" next fall. This fabric is being made up by a leading Montreal firm which specializes in high grade clothing.

The usual old favorites such as O'Briens, Duftons and Kynoch herringbones as well as Donegals have reappeared in new variations featuring unusual blendings of several tones which can scarcely be described with accuracy. Some of the plainer cloths are shown in a sort of opalescent effect which is obtained by blending blue, green and purple together to produce a shade in which none of the three predominates, yet each can be recognized. The worsted back is a good feature of many of the reversible cloths, and in the many samples shown the rough shaggy outer surface is well brought out by contrast to the smooth and closely woven reverse, usually in a different color and bold plaid pattern.

Extra Heavy Weights

Besides all this novelty of color and pattern, fall cloths have still another new feature which is most important to consider when the question of value comes under consideration. Coatings in particular are now offered in extra heavy weights vary-



Three of the newest checked polo cloths for fall which will be featured as linings for top-coats of various colors. The samples shown here include three shades of fawn and sand with overchecks of orange, blue and brown and a blending of violet and jade. These will be featured in three-quarter effect.—SHOWN BY COURTESY OF SAMUEL HART AND COMPANY OF MONTREAL.

ıg from 30 to more than 40 ounces, a weight arely obtainable in domestic cloths in the ast few years. Some very fine Irish friezes een this month in a Montreal show room vere actually more than 40 ounces and com- ıined a handsome surface with rich colors.

Sports Materials

Although sports stuff is naturally quieter n fall displays than it is during the spring eason, nevertheless it is thought that a few ight mixtures will continue in demand. Lovats have enjoyed such a continuous rogue that manufacturers feel inclined to eature them once again. The Scotch wool- ens include a range of herringbone and pen- il stripe combinations in which the stripe s but a mere thread of bright color set in at ıalf inch intervals. Orange is shown on ı mixed brown ground, or bright blue upon ı grey. This thread is almost invisible yet enhances the appearance of the tweed mat- erially. There are also some unusual blues n a sort of granite effect, and it is said that he Scotch mills endeavour to imitate the ɔright colors of Scottish heather and the ɔebbles in the river beds, in creating their abrics each season.

The opinion that merchants throughout Canada want goods is held responsible for he improvement in demand of late. Stocks ıre low at the present time in certain lines ınd with Easter coming later than usual, he demand for spring goods is coming ear- ier than has been customary.

Popular Prices

The prevailing price for overcoats next eason, it was stated by one maker, will be ıround $20 to $35 wholesale, while excep- ɔional values can be obtained at one house or as low as $17 for coats of domestic mat- erials.

One Montreal clothing manufacturer has egistered an exceptional success with ı line of women's top-coats developed in ıeavy reversible velours or in fancy herring- ɔone velours, which are man-tailored and decidedly smart as well as serviceable. It s said that quite a few men's stores are contemplating the installation of a range of women's coats in addition to their regular ines, on the theory that women like to buy ailor-made clothes at a man's shop.

A few of the newest checked polo linings ıre shown elsewhere, to indicate the trend of patterns wanted for next fall.

The Clothing Outlook, 1922

Wm. H. Leishman Outlines Conditions As He Sees Them for the Current Year—More Encouraging Than Year Ago—Merchant Should Now Get Profit—Need for Conservative Advertising

The clothing outlook to the retail merchant is always a matter of great concern because it constitutes the greater bulk of his business. The accompanying address delivered by Wm. H. Leishman, of the Wm. H. Leishman Co., Ltd., of Toronto, at the Clothiers' Convention on February 14th is, therefore, of particular interest. He still advises caution in buying but inferentially suggests that sales should not be lost through a starved stock of merchandise. His hint to merchants that they are playing into the hands of newspapers in competitive advertising is worth considering.

I HAVE BEEN asked to speak on the subject of the clothing trade, as I see it for 1922. This is a topic for an optimist, which I am, so that's alright.

There are many things to talk about, but a lot of it would be repeating what you all have heard as reasons for the cause of higher prices than obtained pre-war, so I will be as brief as possible and deal only with the present and near future.

Outlook Better

It certainly looks more encouraging than it did a year or more ago, owing to the fact that we have been coming from under a period of demoralization, caused by the sudden drop of prices, which had risen to such a peak that really good clothes were almost beyond the purchasing power of the average income earner. Unfortunately the masses still think that prices are coming down further, well, they will come down, but gradually, not enough at a time to make any great difference in the price of a suit of clothes, in fact, from all we can learn, prices are firmer now, and for fall goods prices are set and buying pretty well done.

Legitimate Profit

For the past year or better, prices have not been legitimate, caused through huge stocks of distressed goods, which have to be turned into money and the price obtained is generally made, depending on how great the necessity to raise money. Unfortunately this condition still exists, and until these surplus stocks of woollens, etc., are absorbed, prices will not be legitimate, so that right now the consumer is getting better value than if conditions were normal, but the retailer should now get a legitimate profit on all goods sold.

Quality Reputation

This is a time to build up a reputation for quality, and believe me, volume can be obtained on a quality value basis, which will strengthen and hold a business reputation and connection. Do not sacrifice quality to meet prices of inferior made articles. In buying, be conservative, but buy. Figure the number of garments that you sold during the corresponding season and buy accordingly. Give the manufacturer some consideration. They have to go into the market for yardage and buy a year ahead. They are not magicians and cannot do four or five months' manufacturing work in two. In normal times you would buy ten to twenty per cent. more than last corresponding season, well, now be careful, place quantities ninety to one hundred per cent., not over. Spring is near and with it trade will open up, be ready for it.

Conservative Advertising

Advertise conservatively, and just here I might say that in my opinion, particularly among the clothing and furnishing stores, that advertising for sometime has looked like a competitive proposition, in which the newspapers were the bigger winners. Advertise honest value at the prices quoted. Do not fool the public. Be sanely optimistic—carry on in an aggressive cheerful way. Have faith in Canadian industries and our country at large. Canada for the Canadians, and the Empire for us all.

How Commodities Have Fallen

Instructive Table Prepared by R. M. A. Ottawa Showing Decline in One Year

From time to time news items have appeared in the press dealing with the prices charged for necessities in retail stores, and many of these news items have not been fair in the statements made.

The head office of the Retail Merchants' Association of Canada, Inc., at Ottawa, which is fully representative of all classes of retail trade throughout Canada, undertook a thorough investigation of the prices charged in retail stores in 1920 as compared with prices charged during 1921. Notwithstanding an increased burden of municipal taxation and increased rents paid in 1921 by the retail merchants throughout Canada, a very decided drop in prices is shown by their report, averaging approximately thirty per cent. The most remarkable decline is in groceries, which dropped 44.49 per cent., and other lines show declines as follows:

Furs	37.3%
Dry Goods	31.6%
Hats, Men's	31.25%
Ladies' Wear	30.9%
Clothiers	29.16%
Men's Wear and Furnishings	28.8%
Boots and Shoes	26.3%
Merchant Tailors	20.8%
Confectioners	17.8%
Butchers	15.0%

The foregoing statement clearly shows that retail prices have been keeping pace with the declines taking place in the market, and that the public has been treated fairly by the retail merchants, who, after all, are but the servants of the public in providing the necessities of life.

This is the best answer that can be made to those who are endeavoring to place any blame on the retail trade.

Proper Use of the Trade Newspaper

Knowledge is Power and Knowledge That is Good for the Proprietor is Also Good for the Clerk—The Field of the Trade Newspaper—Various Messages it Brings to the Dealer—Carries News of Successful Ideas to Every Man

WHAT counsel is to a client, a reliable trade journal is to the trade to which that particular trade newspaper appeals. It seeks to give dependable advice. Gathering information from many sources on various subjects, the trade newspaper sifts this information and endeavors to present facts that will serve as guide posts through the merchandising problems that daily confront the merchant or those who are associated with him in striving to make the business a success. It seek to present conditions as they really exist in the particular field it surveys from week to week, so that the dealer may have first-hand information of the various lines of merchandise carried and may act accordingly. It seeks to acquaint itself with plans of merchandising, with plans of buying and selling, with store systems that make for better management and economy not only for the store as a whole but for each department of that store. It seeks to place before buyers new things on the market and, in this respect, acts as a forerunner of fashions that, ultimately, bring grist to the dealer's mill. It goes into various problems of salesmanship and seeks to suggest points that will develop better salesmen.

How to Use It

The trade newspaper is not designed solely for the proprietor of a store. Information that is of use to the proprietor cannot help but be of use to the clerk behind the counter. Everything that makes for better salesmanship behind the counter makes for a better business organization, bigger business, larger profits. The trade newspaper conveys in each issue a fund of information that should be in the possession of every clerk. Not all the information may be of use to every clerk, but there is something in it that will have a bearing on his or her work day in and day out.

Every clerk should be given a chance to read the trade paper. Knowledge is power and if, in the trade newspaper, there is a knowledge that lends power to your efforts in directing a business, there is also knowledge that will make your clerk a more efficient arm of your organization. The trade newspaper should be passed around. We frequently go into business houses where we know copies of this trade newspaper are received but where the clerks are unaware of its existence. If, Mr. Merchant, the trade newspaper is of use to you, it must be of use to others in your employ.

See That They Read It

Having become convinced that the trade newspaper should be read by the clerks in your store, you should see that it is read by them. If your store is a moderate-sized one it is a simple matter to write the names of your staff on a paper, paste it to the cover and require them to draw a line through their name when they have read it. If your store is a very large one, departmentalized, a few extra copies of the paper should be bought and passed around through the departments. A thorough distribution of the trade newspaper throughout your organization should be assured if the best results are to be obtained. Not only does the trade newspaper give information affecting the buying in the several departments, but it seeks to pass along suggestions for selling the merchandise in these various departments. That is where the trade newspaper can be of help to the clerks in the various departments.

Endorses Trade Newspapers

Ben Katz, the newly-elected president of the South Dakota Clothiers' Association, recently had some very pertinent things to say to merchants in that state with regard to improving themselves and their methods. He advised the merchants to pay more attention to their trade journals and find out what merchants are doing in other cities.

"I wonder," he said, "how many of us subscribe for one or more trade journals simply as a matter of habit or through the persuasion of a circulation salesman and pay very little attention to the periodicals when received. I am afraid that there are many. Do you know that a good and reliable trade journal is, in a business sense, the best friend that calls on you? Do you know that the biggest men in your business are continually telling you, through its pages, of the methods they use in bettering their businesses? Do you know that even the advertising pages in your trade journal provide a source of merchandising information that should be used to the utmost? Therefore, if we are to become better merchants we should not only subscribe for the best trade journal in our line of business, but we should study it carefully and act upon the suggestions contained therein that will, in our opinion, better our business."

Mr. Katz also advises a close stu of the advertisements from big stores appearing in the city papers. They will he said, give an insight into their methods that will be profitable to every merchant. "I realize," he said, "that it is not possible for us to follow closely in their steps, but their aggressive business methods as exemplified in their ads, can and should be an inspiration to all of us. These big fellows are always after business. It is their aim not only to sell their merchandise, but to sell themselves to their trade. By this I mean that their business policies are always written in bold type clear across their ads."

No Idea Too Big

There is, in this thought of Mr. Katz's regarding the studying of city advertisements, an idea that can be applied with benefit to the reading of the trade newspaper. The mere fact that your trade newspaper is telling you of some idea that has been successfully worked out by a big store, is no reason why you should not study it carefully. All big merchants were once small ones and their success is due to the fact that they tried out big ideas, or studied the ideas of the big man and then followed in his footsteps. You can reduce the idea to your own proportions, very often and make it work out in your own case. A good idea can be applied to any business no matter how large or how small.

J. G. BEGG

Re-elected for a second term to the office of vice-president of the Clothing Section of the Ontario Branch R. M. A.

Buyer's Viewpoint on Present Prices

Shopper Says That in Cloths, at Any Rate, Good Bargains Are Now to be Had—Reckless Attitude of Public Responsible for Prices That Skyrocketted—Read the Article; It May Throw Some Light Upon Your Everyday Problems

WHATEVER may be conditions in other lines, in clothes at any rate it is now possible to get as good values as could be had five or six years ago.

Such is the opinion of Samuel Hopkins Adams who has lately been writing a series of articles on retailers' prices for Leslie's Illustrated Weekly. In Mr. Adams' opinion it was the blind reckless buying of the public in general that sky-rocketed prices after the armistice. This era of recklessness he maintains benefited no one not even those merchants who secured the high prices.

Here are a few of the remarks recently made to him by shopkeepers in the course of his investigations:

"It takes three sales people to sell what two used to, and they take more time and effort per man doing it."

"The women are thinking in halves and quarters of a dollar this season. Two years ago anything less than a dollar was carfare."

"They come in, wander around, lift up a price tag, give it a hard look and buy something cheaper."

"Women used to come in and buy what they wanted. Now they come in to spend what they want. There's a big difference. They've got a certain sum to spend and you've got to hypnotise them to get a dollar above it."

"Does this sound like a dismal talk for the retail trade?" continues Mr. Adams. 'It is nothing of the sort. It is, on the contrary, a sure sign of convalescence. Business has been sick, very sick indeed. It has been suffering from . . . . well, let us say a species of anaemia caused by insufficient circulation. The shopper represents the blood and her money the red corpuscles. She has not been circulating as she should. Now she has begun again. She is prospecting around with an eye that is still wary, but is nevertheless interested. The red corpuscles of her money are unquestionably below normal, but they will increase in number and vigor as the circulation whips up. If the retailers of the country are wise enough to tempt the appetite of the convalescent with savory tit-bits in the form of real values and not try to overfeed at once, the return to full health is only a matter of time. But to attempt to force high prices again as soon as a little improvement shows would be like giving a typhoid patient a whole loin of pork for his first meal.

"The day of the consumer is definitely here. From long experience in investigating and purchasing I have become a not-easily-persuadable, or, in modern parlance, a hard-boiled buyer. Yet there is hardly a line into which I have recently probed that has not strongly tempted me to buy for my personal uses, and where I have bought, I have got the best bargains that I have been since 1916. Be sure, however, that I did not do this by grabbing at the first thing thrust under my nose. I have been shopping around, and have taken advantage of what I thus found. Anyone can do it with a little care and patience and resolution *not* to buy except for value. One soon comes to derive a grim satisfaction in looking a profiteering store's salesman in the eye and saying:

" 'No; I don't think that is worth the money and I won't take it.' (if, by the way, 10 per cent.—no, 5 per cent., possibly even 1 per cent. would be enough—of all shoppers would adopt that formula, unfair prices would speedily vanish from the market).

"While I am having no difficulty in finding excellent values, a friend of mine who is at the head of a large and successfully conducted enterprise complains that everything that he buys for himself is still at top prices, but that it probably can't be helped and he doesn't suppose he gets stuck worse or oftener than anyone else and anyway he hasn't time to 'fuss about it.' He is the typical non-competitive purchaser of whom Secretary Hoover speaks. So I made for him a rough value analysis of his personal and office equipment, gave him the figures and invited him to compare them with the prices paid. They averaged an over-expenditure of more than 30 per cent. He was aghast.

" 'If I ran my business on that basis,' he said, 'they'd have me in jail in a year—and serve me right!'

"It is always worth while to examine the advertisements, though not necessarily in a spirit of blind faith, as there are special sales in selected lines almost daily, and while many stores strive to meet the cuts of their competitors, this is not always feasible. It would be easy to fill this whole issue with rules of guidance about ads. But one contract must suffice for a general indication:

EXHIBIT A

(Advertisement of a San Francisco Jeweler.)

This is not a sale to raise money, for we don't particularly need it. It is not a removal sale, nor a lease-expiring sale, nor a fire sale, nor a stock reducing sale. Prices are not cut and slashed for most of our stock is not included. It is just frankly a sale of slow-selling jewelry that we prefer to convert into money. Buyers aren't clairvoyant and ours have done pretty well, considering this is all we have to sacrifice after a year in which several hundred thousand dollars worth of jewelry was sold. Any store is bound to choose the wrong things sometimes. So if there's anything in the list you want, come and get it, knowing that you are buying it mighty cheap.

EXHIBIT B

(Blurb of a supposably reputable Eastern city specialty shop.)

An Old-Time Sale at Old-Time Prices.

To-morrow at ————'s you can buy a $50 Dress for $15; a $60 Suit for $25; or a $95 Coat for $35.

"A exhales honesty and fair dealing; B is in the best style of the advertising Ananias. Many advertisements fall so naturally into the one class or the other that it takes but little acumen to distinguish them. From those which suggest the twilight zone of half-way between, the wise shopper will shy off.

"Control of retail advertising is unfortunately impracticable. I say 'unfortunately' because if merchants could by common consent establish some sort of censorship among themselves they might eliminate, or at least tone down the sort of outburst which characterized the after-holiday efforts of the retail trade to clear its stock and which confirmed the public's still sensitive suspicions regarding price-juggling. Early in the year a dozen prominent New York stores put out announcements of fur sales, quite striking in their similarity. Prices were cut in half or thereabouts, such figures as these being given: Mink coat, formerly priced at $3,300 reduced to $1,500; sable wrap formerly priced at $4,500 cut to $2,000; ermine wrap cut from $3,000 to $1,600 and so on.

"To four of these advertisers I put three simple questions:

"Were the reduced goods authentically the same as the 'former price' goods? All claimed that they were.

"Were the 'former prices,' as given, actual sale prices or were they marked up in order to be marked down? Actual sale prices in all cases, according to the replies.

" 'Then,' I asked, 'are you now selling at a loss or were you profiteering to the limit on your first prices, since one or another of these conditions must be true in a 50 per cent. cut on high-priced goods?' Two of the advertisers were annoyed at this query, one was amused, and the other said that he was selling at a loss. Later I checked this up with an expert. The truth was not in that merchant!

"Projecting the inquiry into the future I then put this query: 'What will happen to your Christmas trade next year if your customers remember the cut in half this year? Won't they refuse to buy and wait for another cut?'

"To this all four made response in practically the same terms and tone of comfortable assurance: 'They won't remember.'

"Perhaps they won't. But if I were a merchant I shouldn't care to base too large a stock of holiday profiteering material on that theory. Shopping around is going to increase, and it is going to help people remember just such confidence-destroying and ill-advised advertising as this fur campaign.

Business Men are Entering Upon Most Uncertain, Trying and Strenuous Period Yet Faced

F. W. Stewart Gives as Reason Attitude of Consumer, Scarcity of Money in Hands of Farmer, Unemployment, Uncertainty of Prices—Overhead Expenses Incline to Increase—Some Sage Advice to the Retail Trade

I HAVE no hestitation in saying that, in my opinion, we are entering the most uncertain, trying and strenuous period that business men have yet had to contend with.

This is not said in a vein of pessimism, for I am anything but a pessimist, but I make this statement, based upon a fair knowledge of conditions as they are and what they appear to me they will be for some months to come.

With the consumer in the frame of mind created by the general idea that all prices are on the decline, and without any knowledge of the actual conditions, which are, high prices of raw cotton, wool, silk and coal; high wages and transportation rates, production costs are still far from pre-war basis, with indications that their present levels will not vary, as a whole, to any great extent for some time to come.

As a contrast to the prices of cotton, wool, silk, coal, etc., those of wheat, oats corn and cattle are on a basis which does not pay the farmers to produce, and the loss of the buying power of the farmers is one of the big factors in the industrial conditions as they prevail today.

The first factor which we have to contend with is the attitude of mind of the consumer, who, looking for and expecting lower prices, naturally puts off buying today, if it is expected that purchases can be made to better advantage to-morrow, or the day after.

Reasons

The second is the lack of purchasing power of the farmers, which must continue for upwards of a year or more, according to crop conditions of the future. The third is the large number of unemployed, especially in the industrial provinces, cutting off the buying of anything but absolute necessities, for thousands of families.

The fourth, the uncertainty of prices which in many classes of goods, tends upwards for Fall 1922, or Spring 1923, if present prices of raw materials are any indicator of downward or upward trend of finished product.

Fifth, the tendency for cotton, wool, silk, coal and transportation charges to remain within a close radius of their present levels.

All these factors have their individual effect upon production cost, in addition to which the overhead charges are inclined to increase rather than decrease, on account of lower volume of sales, which means increased or higher cost of doing business.

F. W. STEWART

Canadian manager of Cluett-Peabody Co. Ltd., who told merchants at the convention that they were facing a very difficult period.

If high wages are paid at the coal mines, it means high cost of coal production, which means high prices for coal.

Transportation Charges

With high prices for coal and all other railway supplies, and high wages of railway employees, it means high transportation charges.

High transportation charges on raw products of the mills; high prices for supplies and the raw products used by manufacturers, cannot result in anything else but high cost of production, which means high prices to the retail merchant and the consumer.

I quote comparative prices of cotton, wool, silk and coal, as at December 1914 and December 1921.—

	1914	1921
Cotton	.12¾	.21
Wool	.56	1.03
Silk	3.80	7.90
Coal	4.00	8.00

You will see by these figures that we are far from pre-war prices in these commodities.

The manufacturing and selling costs must be added through each process of manufacture, from the raw product to the completed garment, and as all costs of doing business are higher than previous to 1914, these increased fixed charges on top of increased costs of materials, place manufacturers in a position which makes it practically impossible to quote prices which will show a profit at anywhere near pre-war prices.

Case of Colored Shirts

To illustrate by an actual example, I will tell you of the present and future situation in connection with colored shirts, which is not exaggerated, and which I am sure will be corroborated by cotton mills and other shirt manufacturers, making high grade brands.

First, I may explain that to secure delivery of shirting materials direct from the mills, they must be purchased from 8 to 10 months prior to the date of their delivery to the factories, and 12 to 14 months of the date of delivery of shirts to the retail merchant.

You will therefore realize the position the manufacturers are placed in on a falling market.

On a rising market prices usually advance gradually over an extended period, but on a declining market they come down in jumps during a short period, as everybody rushes for cover and tries to beat the other man to it to get from under.

On a rising market the manufacturer bases his prices upon actual production cost, which means the invoice price of materials; but on a falling market he must quote on replacement value at time of shipment, irrespective of the price at which the goods have been sold, or the cost of production.

Case of Collars

To illustrate this, I would cite the price of collars.

During three years after the war broke out, they advanced in price only 10c. per dozen, less than 1c. per collar.

On the downward trend the price dropped 85c. per dozen in less than a year.

Owing to the advance in raw cotton from June 1921 to October 1921, the price practically doubling in that time, the shirt manufacturers were compelled to pay about 20% more for their requirements for Spring 1922, than was paid for the same qualities for Fall 1921.

Based upon the prices for Fall the lowest quality was priced to show a loss, the

second quality just cleared itself, and the third quality showed a profit.

Notwithstanding these conditions, and the increased cost of materials—20% as I have mentioned, the same prices were quoted against the different qualities for Spring 1922, as for Fall 1921.

In fact, in some cases the different qualities were quoted at $1.50 to $3.00 per dozen lower, so that you will realize what is being done to make prices of shirts attractive to retail merchants, so that they may pass them along to the consumer at prices which will stimulate business and show a profit on the sale.

I will go further and say that the makers of high grade shirts cannot at the present time buy the lowest grade of printed percale to sell at less than $16.50 per dozen, to show a profit.

Shirt manufacturers have been selling most of their product for the past year and a half, at a very heavy loss, but it is not possible to continue to operate on this basis and stay in business.

If shirt manufacturers generally, were to ask $16.50 for their lowest quality for Fall 1922 delivery, and the next two qualities in comparison, would the merchants purchase at these prices?

In my opinion, they certainly would not'!

The Solution

What then is to be done to solve the problem of producing shirts to sell at popular prices; that is at $2.00 or less, retail.

Some other manufacturers may have been able to do so, but my company has not, up to this time.

We are in hopes that prices will recede to allow us to quote as low for Fall 1922 as for this Spring, but such a condition is not in sight as yet.

These are some of the conditions which the shirt manufacturers have to contend with, and I understand that they are not any more extreme than in other branches of industry.

In connection with my reference to replacement values already referred to by me, I would like to refer to the requests of your Provincial Government, that if all manufacturers and retail merchants would sell their stocks on hand at replacement value, it would help largely in putting prices on their proper level. If this was done by shirt manufacturers, prices to retail merchants would be 25% to 35% higher than those quoted to-day and I am confident that this applies to other manufacturers and to retail merchants generally.

In my opinion such statements, apparently made without knowledge of market or actual merchandising conditions, go largely towards keeping the people in an uncertain frame of mind, and consequently tend to prolong the present unsatisfactory business conditions.

Retailer's Problem

Now as to the retail merchant, his conditions in regard to operating his business are, compared with the manufacturers, high transportation charges, high rents and wages, and all other expense in connection with his business, not forgetting the high rates he is paying for advertising space in the newspapers, which newspapers, while slamming the retail merchant for not taking his loss and doing his part to reduce prices, still continue to charge the highest rates and sell the papers at the highest prices.

The daily papers are largely responsible for creating conditions which compel the retail merchants to buy large space at big expense, to enable him to make sales, so as to permit him to meet his commitments, but in many cases he advertises himself out of business.

I may say that I am acquainted with many of the manufacturers and retail merchants of our country, and I therefore consider that I am qualified to make the statement that I have found these men almost without exception, to be honorable and of the highest character, working in the interests of their fellow citizens and the community, and in my opinion most of the articles regarding prices to consumer, are written by men without knowledge of merchandising procedure, or of the actual conditions, as they exist.

We must not forget that present industrial conditions are not brought about by local problems, but by world conditions, following the great war.

Some Sound Advice

I am now going to take the liberty of giving you a few words of counsel and advice.

Do everything you possibly can to reduce your cost of doing business.

Operating expenses of the average retail stores are too high.

A retail men's and women's store with annual sales of $175,000, to $200,000, did business last year at a cost of 30%. They advise me that they will reduce their expenses this year at least $15,000, a profit in itself.

If they had shown this saving during 1921, they would not now be finding it difficult to meet their payments.

Another large clothing and furnishing concern informs me that they must secure 60% advance to allow them to show a profit.

Apparently many merchants are operating their stores at a cost of 30% of sales, or even more.

This is too high, and makes it impossible to show results at the end of the year, if competition is to be met.

60% advance on invoice price shows a gross profit of 37½% on sales.

If cost of doing business is 30% of sales, the net profit would be 7½%.

On an article which cost $1.00 and is sold at $1.60, showing 60% advance, and expenses being 30%, it cost 48c. to sell it, leaving a net profit of 12c., or 7½%, surely not an excessive profit.

Therefore, watch every expenditure. Keep record of your mark downs.

Every cent you take off your regular price is an expense just the same as rent or wages.

You are giving away a portion of the price you should sell the article for to your customer, instead of to your landlord, or your clerks, if you are selling it at less than the regular price.

Build up a reserve during prosperous times, to take care of your losses in periods of depression.

Train your salespeople to make two sales where they have been making only one.

Work up your volume of sales at regular prices and keep down your expenses, and you will find it easier to pay your expenses, and your bills when they come due.

Adopt a definite purchasing plan and adhere to it.

Departmentalize your store, if you have not already done so, and have an accurate knowledge of the returns which each department is giving you.

If a department is losing money for you, you should know it.

All these conditions will help you to make your business more profitable.

The present situation appears to me like a valley between two high mountains.

We are now in the valley, having come down the side of one mountain, and we are about to ascend the other.

It is going to be a long hard pull to reach the top, and we will have many obstacles to meet and overcome, but we will reach there by being cautious, having confidence in ourselves and being full of courage.

Those three words, caution, confidence and courage, pretty well tell the story.

Caution in all our transactions.

Confidence in our country, the future and ourselves.

Courage to overcome the trials and anxieties which will be ours for some time to come, and after we have come through, I hope we will all be better merchants, having profited by what we have passed through, keeping always before us the determination to do our part to the best of our ability to help eliminate present-day conditions, and to help bring us back to prosperous times for all once more.

How Pascoe's of Windsor Keep In Touch With Customer

SMITH, C. S. — *6 Broadhead Street. Windsor, Ontario.*

Saturday, April 16, 1921	Suit	$35.00
Saturday, Nov. 19, 1921	Coat	$25.00
Saturday, Nov. 19, 1921	Suit	$35.00

Some time ago, Men's Wear Review talked with the advertising manager of one of the exclusive men's wear stores in Detroit who regretted that so little effort was made by their firm to keep in touch with men who came into their store to see if they ever returned. He felt that this was the only way to find out if the store was really selling "service" to the men who dealt there; if they were satisfied, they came back. But they had no system of finding out whether they came back or not.

W. C. Howie, Manager of Pascoe's store in Windsor, Ontario, has adopted such a system since they opened their store in the border city about a year ago. For every customer who buys anything at this store, a card is created such as is reproduced above. It is worth while noting, incidentally, that although Pascoe's have been in Windsor only about a year, they have many hundreds of these cards in their filing case. Mr. Howie says that the upstairs store in that city has been a great success because they can give better prices on account of lower rent.

This system is a "follow-up" system and it is watched very closely by Mr. Howie to see that the store is really selling "service" to the men who buy clothes at Pascoe's. It will be seen by the above card reproduced that this man is a satisfied customer. He has not let a season go by without purchasing either a suit or overcoat or both. If the last two entries had not appeared on this card, Mr. Howie would have taken steps to find out why; in other words, he does not allow a season to go by without getting in touch with the man who has bought something from them before. A polite little letter is sent him in such a case.

It can be seen that this system has other advantages in an advertising way. A reliable mailing list is secured, a mailing list of men who have been in the store and know something about its merchandise.

Dog Sweaters are Profitable Line

Dave Livinson of Montreal is Successfully Catering to a New Line of Custom—Sale From November to Easter—Publicity is Strong Feature of Trade—Toques Can be Used For Sweaters For Dogs

"BE GOOD to your dog" is the gentle admonishment of a neat show-card in the window of the Livinson men's wear store on St. Catherine St. West, Montreal. Lest this be misunderstood by our readers let us hasten to explain that Mr. Livinson is not a life member of the S.P.C.A. nor does he carry his message to the public on behalf of the Blue Cross or any other humanitarian institution. He merely adopts this manner of indicating to the public at large the interesting fact that within his store may be purchased the latest styles in dog's sweaters or knitted coats, which idea may be eaily gathered by reason of the presence of a life-like Boston Bull of full size placed in the centre of the window, garbed in a natty little sweater in bright colors.

A Profitable Line

"Is there any profit in such a line as this?" enquired a staff member of Men's Wear Review. "There most certainly is," replied Mr. Livinson.

But there are several aspects to conside in undertaking this line, he pointed out. "In cold climates there is a ready sale fo dog's sweaters from November right through until Easter and possibly longer. An ordinary rug fastened down with a strap is not sufficiently warm to protect a delicate dog whose home is apt to be overheated during winter months. The new knitted sweaters which are made by at least three leading Canadian knitting mills, are so designed that they will provide the maximum of warmth while they are as light and comfortable as possible. Little sleeves are provided for the fore-legs but the hindlegs and tail are left free, the garment finishing with a tight fitting waist and a clinging skirt fitting tight over the haunches. These usually are made in popular college or sports club colors so that the master's or mistress' own sweater can be copied exactly. The sweaters furthermore can be obtained in sizes ranging from 8 to 18, the smallest size, number 8, being made to fit a tiny Pekinese or other small dog ranging through all the different sizes to the largest, 18, designed for a Newfoundland or St. Bernard. If none of these sizes are large enough, a scientific system of kynometry has been devised so that the dog's chest, waist, shoulder and leg measurements can be taken and tabulated as accurately as his master's own, and a perfect fitting custom-made sweater can be delivered to him in due course, knitted according to his own measurements.

Publicity Brings Results.

According to Mr. Livinson it pays to advertise these little sweaters, because in Montreal particularly, these are a real necessity to all canines who are in the habit of accompanying their owners on a stroll through deep snow. The sweater is so designed that the lower part of the body is protected and there is, in consequence little fear of the dog catching a chill—a common malady with pedigreed animals. Not only is the daily press a good medium for publicity, but better still, the Register issued by the leading Kennel Clubs of the Province which features the full pedigrees and history of all the local prize winners in the annual shows, takes a small amount of advertising which is read by dog lovers only, thus ensuring 100 per cent. return. The presence of the bulldog in the window together with the show card above alluded to are also unfailingly interesting to owners of dogs and seldom a day passes that some one does not drop in to inspect and price them.

This is how Mr. Bull Dog looks in his sports' sweater. The garment is specially designed to fit different types of dogs. - SHOWN BY DAVE LIVINSON OF MONTREAL.

The demand for these sweaters is chiefly for sizes which will fit a Boston bull, it is said, apparently this type of dog being more numerous in Montreal than most others. Fox terriers are also often fitted as well as tiny toy dogs The fitting is done upon a counter at the rear of the store and a full range of colors is stocked so that the purchaser can be sure of getting something suitable. The dog's own color has considerable influence in deciding what shades shall predominate in the covering, and for brown dogs the favored choice is blue. Although most dogs are averse to wearing these sweaters at first because they seem tight and uncomfortable, yet as soon as the first novelty has worn off, Mr. Dog finds himself able to gallop round as well as usual and seems to prefer his warm coat than to be without it.

How to Utilize Tuques for Sweaters

The retail price of such sweaters is usually in the vicinity of $4 or more according to size, which allows for a good profit. According to Mr. Livinson it is quite possible to make a very comfortable and becoming sweater for a medium sized dog out of a boys knitted tuque such as used to be worn with a tassel at the tip. By opening the cap at one end and making two holes for the front paws, slitting up the back and one side partially to give more freedom, a very smart little coat can be made, at a cost of less than one dollar. This can be retailed also at the regular price. The scarlet tuques especially make effective little wraps for winter.

Of all the side lines which a retailer may profitably handle in addition to his regular ones, the dog's sweater offers more inducements than any other, it was stated. However, it cannot be handled by more than two retailers in the same city if any volume of sales is to be expected. It is properly accounted a sporting goods item but is no more out of place in a men's wear store than are motor accessories or riding crops.

Age	Coat or Overcoat	Trousers	Hat	Shirt and Cuffs	Cravat and Collar	Hosiery	Shoes
	SCHOOL OR GENERAL WEAR						
3 to 8 years	Juvenile or Sailor Suit Reefer or Buster O'Coat.	Knickers to Match Coat.	Tam Sailor or Fur Cap Tuque.		Soft Eton Collar Handkerchief or Cord-Tie.	White Socks or Stockings.	Black & White Buckskin or Black Ankle
8 to 15 years	Single Breasted, Double Breasted, Fancy or Plain Norfolk. Boys Ulster, Slip-on or Mackinaw	Bloomers or Golf Bloomers.	Cloth or Fur Cap or Skull Cap. School Color Tuque.	Negligee Shirt Fancy with Soft Cuffs	Fold or Eton Collar Four in Hand or Bow-Tie	Wool Cashmere Stockings, Socks or Golf Hose.	Black or Brown Shoes or Boots
	DAY WEDDINGS, PARTIES, CHURCH OR DANCING SCHOOL—INFORMAL						
10 to 15 years	Blue Suit Ulster Overcoat Slip-on.	Bloomers or High School 1st Longs.	Black Derby, Felt or Cloth.	White Stiff or Plent Shirt with Stiff Cuffs	Solid Color Four in Hand Fold or Eton Collar	Black Cashmere or Silk.	Patent Leather Boots or Pumps
	EVENING WEDDINGS, DINNERS OR DANCES—FORMAL						
10 to 15 years	Tuxedo Black Vest Ulster O'Coat or Slip-on	Knee Length or Longs	Black Derby	White Pleated Pique Shirt Stiff Cuffs	Black Silk Bow Tie Fold Collar	Black Silk	Patent Leather Pumps
	SPORT OR COUNTRY DRESS						
8 to 15 years	Golfer or Sport Coat Belted or Coat Raglan	To Match Coat Khaki or Flannel or Riding Breeches	Cloth or Fur Caper Wool Hockey Cap.	Soft Shirt, Attached Collar	Soft Collar Striped Four in hand	Stockings or Golf Hose or Puttees	Brown Shoes or High Boots

Chart showing correct dress for boys on all occasions.—THIS CHART IS ARRANGED BY THE FREEDMAN COMPANY OF MONTREAL.

Canada's Financial Position Sound

Sir Charles Gordon, President of Dominion Textile Co. Says No Panacea That Will Cure Financial Ills In Short Order—Results of Inflation During War and After—Distribution Costs Still Too High—Will be Good Day-to-day Business

THE CLOSING banquet, signalizing the conclusion of the two days' convention of Ontario clothiers, was held on Wednesday night in the ball room of the King Edward. This banquet was given by the manufacturers who participated in the Textile Products Exhibition and the retail clothiers were the guests of the evening. Over 800 men sat down to the banquet. The efficient toastmaster of the evening was F. W. Stewart, Canadian manager of the Cluett-Peabody Co. His opening remarks were brief, as he wanted to give time to the other speakers of the evening. He spoke for a minute on the nature of the exhibition which was to give a broader vision of the Made-in-Canada products. "Where the products of the Canadian factories are equal to any you can buy, we ask that you will give the preference to the products of these factories," said Mr. Stewart.

Sir Charles Gordon

The principal speaker of the evening was Sir Charles Gordon, president of the Dominion Textile Co. of Montreal. His subject was "Our Financial Situation," and in the course of his address he touched on the forthcoming Genoa conference of which he is to be a member, the too great costs of distribution at the present time, and financial soundness of Canada's position.

Hand in Hand

"We must have manufacturing as well as agriculture in Canada," said Sir Charles in his opening remarks. "One cannot be separated from the other. They must go hand in hand if we are to have real prosperity. Nor can we expect when we bring all classes to Canada as emigrants that we will be able to hold them from going across the border if we are unable to supply them with work and wages equal to what they can demand there.

No Panacea

"There is no panacea that is going to cure the present condition of affairs in short order," asserted Sir Charles, in referring to world-wide economic conditions of the present day. "In 1914 the world had been developed to a high state of efficiency. The whole world was practically interdependent. Financial arrangements and dispositions were not very difficult. Exchange the world over remained in a very stable condition. Social conditons, including labor conditions, had undergone improvement. Then came the war and everything became topsy-turvy. Those countries which depended upon others found themselves without the commodities which they needed to carry on the war. Some countries it is true built up their industries by artificial means—by means of the high tariff—but the larger number of the nations had to borrow, chiefly in the United States. This created an artificial position the world over, as the result of which we will never get back to that pre-war position, it will never come back.

FINANCIAL WIZARD IS SIR CHARLES

Does Sir Charles Gordon know anything about finances and financial problems? He says he does; in fact, he lays claim to being a financial strategist. His claim dates back many years when he started out on the road as a travelling salesman. "For the first year," said Sir Charles, when speaking at the closing banquet on Wednesday night, "I got $60. For the second I got $100. For the third I got $150. And for the fourth I got the magnificent sum of $300, plus $5.00 a week for travelling expenses and hotel bills. Those were the days of economic strategy."

Results of Inflation

"The result of the inflation of the world's currency, in which we made the mistake of thinking was real prosperity, was that less goods were being developed, waste was on every hand, led us to believe that we were getting rich—we were, on paper. Then we entered the vicious circle of prices going up, labor was scarce and demanded higher wages; this forced up the price of commodities, hand in hand came a rise in credit. The banks and governments had to take care of these rises in prices.

"This went on until the currency condition of Europe became so bad as to be almost impossible for us to trade there. It is for this very reason that the coming Genoa conference is to take place, to make an effort to put the European countries on a sound basis once again. Prosperity cannot come to us in full measure until we set our own house in order. We too, have our own difficulties, railroads, tariff and in a much less aggravated form our financial condition. Our financial condition, with the exception of the United States, is in a sounder position than any other country in the world today; our gold reserves in comparison to the circulation shows this.

"Any business which is on a firm foundation to-day can expect good day-to-day return and have no reason to look forward to any trouble. But we must look to our overhead,

"It is costing too much to distribute goods, though we do not like to admit it, and the consumption of goods, therefore, is very much curtailed. We must endeavor to look to our overheads," said Sir Charles. "The overheads of nearly all our businesses during the past years have increased to such an extent that they really got away from us. We must get back as far as possible to pre-war conditions."

ANNUAL DINNER FOR SALESMEN

The officers and salesmen of the Hickok Manufacturing Co. of Rochester, recently held a dinner during the week of their semi-annual Sales Convention, at the Hickok factory in Rochester. Salesmen from all territories gave accounts of conditions in their localities and general business conditions for the year were discussed by C. Henry Mason.

The names of the officers of the company are as follows: R. Rae Hickok, president and treasurer; H. R. McAdam, sales manager; Lowell Shields, secretary; A. E. McCoy, office manager; Eben Halley, credit manager and assistant secretary; H A. Hamilton, purchasing agent; C. Henry Mason, advertising agent.

GEORGE GREY

Re-elected for a second term to the office of second vice-president of the Clothing Section of Ontario Branch R. M. A.

Annual Report Provincial Secretary

General Membership Now Reaches 4,000—Many Legislative Acts Furthered During the Year—Fraudulent Advertising and the Suit Club—Heavy Fines Are Imposed—Advisory Committee Acts With Provincial Government

The annual report of the provincial secretary, W. C. Miller, contains a mass of information that is of use to every retail merchant of the province and shows what the association is doing to further the interests of the trade generally. The report which appears on this page was received by the convention and unanimously adopted and words of high commendation spoken with regard to the efficient work of Mr. Miller.

I have pleasure in submitting as secretary of the Ontario Provincial Board of the Retail Merchants' Association, a somewhat brief report of some of the recent activities of the Association, in so far as it relates to the retail textile sections of our organization, but before doing so, I am desirous of taking this opportunity of expressing on behalf of the officers of the Ontario Provincial Board, their appreciation of the wholehearted manner in which the retail merchants of this province have co-operated with us during the year, and which renders it possible for us to reach a goal in membership, which we have been endeavoring to do for a number of years.

General Membership 4,000

Our general membership in the Province of Ontario, as per the report submitted at our annual meeting, is well over 4,000 members, and I trust that the present year, with the service which we are endeavoring to extend to each and every member, will result in even a larger increase over that of last year's figures.

At the last session of the Ontario Legislature, we had quite a number of legislative matters to look after, included in which were the following:

Legislation

We succeeded in having the government consent to the appointment of a special committee which was to meet during the recess of the House to take up with our executive officers a number of matters which we believe are necessary to secure amended legislation, in the interest of the retail merchants of the province of Ontario, particularly in reference to the importance of amendments to the Transient Traders and Hawkers and Peddlers Acts. We succeeded in having placed on the statutes, an amendment to the Factory and Shop Act, giving permissive legislation from the municipality for the closing of stores on any half day each week.

We were successful in having the measure regarding co-operative stores laid over until next session for further consideration.

We strongly opposed the eight hour day bill, as supplied to retail merchants and which was finally withdrawn.

We supported certain minor amendments to the Minimum Wage Act, which were also dealt with and passed by the legislature.

We were also instrumental in introducing legislation to provide for compensation to the lessees of stores or property being damaged in case of riots.

The legislative committee take exception to the retroactive claim in the act which was finally withdrawn.

Several other bills were introduced late in the session, providing for hours of employment of female help, which would have been firmly opposed by us, except for the fact that the bills were withdrawn a few days before Parliament prorogued.

No change of Legislation was introduced affecting the Division Court Act, as the report of the special commissions appointed by the government, of which Mr. Gregory was chairman, reported adversely to any change.

During the past year a great deal of dissatisfaction has arisen in regard to some departmental rulings from Ottawa, which for the purpose of the Act called upon certain classes of retail trade to take out a manufacturer's license, and in addition to collect and pay a sales tax. This action was challenged by our association, and on the advice of our solicitor, the different sections of retail trade were notified by us not to take out a manufacturer's license nor to pay a sales tax.

This resulted in the government entering action against one or two merchants for the purpose of a test case, which was heard before the Exchequer Court.

The first case was in regard to merchant tailors, the decision of which was favorable to our association, and the retail merchant tailors were relieved from the collection of this tax.

Other test cases were instituted affecting other sections of retail trade, in which our association was also successful in securing favorable decisions.

The government, however, recently appealed the decision of one of the cases and the judgment was reversed. Needless to say, however, our association have engaged a most able counsel to represent them and feel optimistic as to the outcome of the appeal when it comes before the courts.

In regard to the matter of Income Tax, we have rendered an especial service, assisting in a large number of cases, by the dissemination of information in facilitating the assistance of the merchants in complying with the Act, under Form T.4.

We found there had been a large number of merchants who had been careless in sending in their returns, and which resulted in a large number of cases, in the merchants being fined or penalized to the extent of $50.00. Through representations through our association, and on behalf of our members, this penalty was reduced to $10, and any merchant penalized to extent of $50.00 was reimbursed by the Government. During the next few weeks, a general and full synopsis of the requirements of the retailer, in so far as the income tax is made, will be mailed to all members of our association. This will be in the form of a small handbook to which reference can be made at any time.

Fraudulent Advertising

During the past year a large number of cases of fraudulent advertising have been referred to our office and in most cases where the merchant has been drawn to the fact that his advertising is questionable the matter has been ended, in good grace, and more safe-guarding of the true facts appearing in future advertisements, but we would request that any member deeming any advertisement appearing in the press or otherwise to be of a false or fraudulent nature, if they will send the same to the secretary of the Ontario Provincial Board the same should be placed before the advisory committee and action taken. It is anticipated that further amendments will be made to the act, during the coming session, and your executive officers are firmly convinced that once the judicial powers recognize the importance of this legislation, that their decisions in future will have the effect of making it more easy for the honest merchant to do business and harder for the dishonest.

Guessing Contests

During the year a large number of complaints have reached us in regard to the operation of guessing contests, violations of the Trading Stamp Act, and in this matter also we would emphasize the fact that this is one of the services given to our members, and where it is their privilege at any time before entering into any arrangements for the conducting of any of these, to refer the same to our office, so that a legal opinion might be given on the legality of them, as only quite recently a large number of schemes through the efforts of our organization have been stopped by the police in different municipalities. The fines for violation of the Trading Stamp Act and the Lottery Act are particularly heavy, and the judge in most cases has no alternative, but to impose the fines as laid down by the statute. We also find that a number of merchants throughout the province have been operating so called punch boards, which are also illegal, and come under the scope of the Lottery Act.

In the City of Toronto recently we learned of the operations of a so-called suit

club, in which the public contracted to pay $1.00 for 48 weeks, and each week one of the members would receive his suit of clothes or overcoat without further payment. A number of our merchant tailors and clothiers complained of their activities, which resulted in our association laying an information in the police court against them, charging them with conspiracy, and conducting a lottery, and which resulted in their paying $450 fine and the costs, amounting to almost $2,000. We also learned that the same company, under another name, were operating in the City of Ottawa, and the association laid another information against them, which resulted in the two principals of the firm paying a fine of $500 and costs each, and it is estimated that over 5,000 consumers were victimized by their operations.

In regard to the test case which was instituted by our association we greatly deplore the fact that a large number of merchants have paid the tax owing to the fact that they have been threatened with prosecution by the Government, and we take this opportunity of urging upon all the necessity of standing pat in order that our case may be strengthened when it comes before the Court of Appeal.

Advisory Committee

Our association has been called into consultation with all other organized bodies in any matters in which the retail merchants were affected, and as the merchants generally have no doubt noticed from the press, the Ontario Government recently undertook an advertising and publishing campaign for the purpose of adding a stimulus to business and with the co-operation of representatives of the different organized bodies, they have already done splendid and effective work.

Mr. R. F. Fitzpatrick of Toronto, was appointed as the representative of the Retail Merchants Association and he has been most active in all his efforts.

As secretary, I have visited as many of the branches of our organization as time and circumstances would permit, and have on all occasions been received with every courtesy and cordiality.

I desire to thank the executive officers of this particular trade section for the hearty co-operation which they have extended to me in making the duties of my cases less burdensome.

Monthly Bulletin

We are at the present time making provision for a bulletin (monthly) to be forwarded to our entire membership, and which we trust will keep the members in closer touch with the activities of the association than they have been in the past.

During the past year a great number of our members have availed themselves of the service of our Credit Reporting Department with gratifying results, but we cannot help but feel that if the merchants will take a greater interest and participate in this service, that it will not only have good results, but be to their mutual advantage.

A large number of our members have during the year taken advantage of our special Insurance Service and this convention will be favored by a brief address by Mr. Jones, Canadian Branch, who will give a brief and comprehensive report on the work and development of this particular service.

I feel sure that this convention, held as it is, in conjunction with the textile show, is certainly a move in the right direction, as it brings manufacturer and retailer closer together

In conclusion I desire to thank the president and other officers of the executive committee for the continued co-operation that they have extended, all of which is having favorable results for the promotion of association work.

At the forthcoming session of the legislature we have a number of important matters to take up with the government, and which will be submitted to you in the form of resolutions.

Present Conditions in Germany

S. Z. Fels of Montreal Tells of Trip to Berlin to Men's Wear Review—Berlin Anxious to Find Out Foreign Sentiment Toward Germany—Some of the Novelties in Men's Coatings

EUROPEAN merchandising methods are curiously interesting and in many cases instructive, according to Mr. S. Z. Fels of Fels Limited of Montreal, who has just returned from an extended trip through England, France, Germany, Holland and Belgium for the purpose of studying conditions as they concern the men's wear trade. To Men's Wear Review Mr. Fels expressed himself as greatly impressed by the courtesy shown to Canadians or any British subject over on the other side. "If one has a British passport there is nothing that they cannot do for you in Europe, and in Germany particularly, it is extraordinary how much attention one gets.

Business Methods In Berlin

"The way they receive visitors in Berlin, for example, is rather unusual," continued Mr. Fels. "When one arrives at a hotel it is not customary to register but you are shown to your room immediately where a form is brought for you to fill out, giving details about your nationality, business, reason for visit, and so on. This form is apparently given to some one who proceeds to verify all the particulars at some official headquarters, and the next day the visitor is approached by reporters from the leading papers who interview him on conditions in his own country, question him about the feeling regarding German, enquire about business and import trade, etc. Then later, various manufacturers in the line of business of the visitor call on him and appear very keen to do business with him. In fact, the whole routine is devised for the purpose of securing opportunities for export trade, and one has to be very alert to withstand all the blandishments offered. The stringent regulation exacted by the government regarding the quotation of German merchandise in dollars instead of in marks is a source of indignation to these manufacturers who find it prohibitive in most cases. However, notwithstanding all the difficulties they have to undergo, they certainly are workers and I was much impressed by the activity in an industrial way that I noticed everywhere. Apparently, they cannot begin to fill the home demand for most goods, and long hours and low pay have no terrors for them.

"Life in Berlin is an interesting study for a foreigner. At night one sees everyone well dressed and evening clothes are 'de rigueur,' especially for men, at most affairs. At the most palatial hotels it is possible to obtain a full meal including the best liqueurs for less than $1.50."

Touching on conditions in the men's clothing lines, Mr. Fels emphasized the fact that novelty goods are undoubtedly the leading lines this year, even in men's coatings, which for so long have adhered to staple colors and weaves. Two-toned fabrics seemed in inexhaustible demand and some really new novelties in gaberdines were offered in England which will prove a much needed fillip to trade in general. English manufacturers are looking to Lloyd George and awaiting a pronouncement relative to Russian credits which will enable them to extend the demand for their goods to a limitless extent. Some of the novelties in cloths noticed by Mr. Fels included silk and wool mixed gaberdines in two tones, with herringbone and stripe weaves, shown in a great many colors and particularly in navy blue which seemed to be a great favorite. Cravenette overcoats seemed to be much worn by smart men, and winter weights had cravenette linings. Gray mixtures appeared to be smarter than the tans and browns which have been in demand so long for ordinary shower-proof coats, and the demand was for cravenetted covert cloths made up in ultra dressy styles in various novel shades. This last style should take here in Canada where men seem to prefer coats that do not look like raincoats and nothing more.

Advises Cautious Buying

Mr. Fels is not of the opinion that these cloths will become cheaper in price but he advised caution in buying this spring, not from a price standpoint but because novelty styles are being freely offered and must be purchased frequently and in smaller quantities.

DEATH OF LACHLAN GIBBS

The death occurred in England recently of Lachlan Gibbs, for many years manager of Gibbs & Co., tailors on St. James Street, Montreal. Mr. Gibbs' first trip to Canada was in 1874. It was in 1896 that he came to Canada to became manager of the above firm, a position he occupied until 1911 when he returned to England to take up his residence there. Since then he paid a number of visits to Canada. He was a prominent Anglican and was for some years a lay delegate to the General Synod of that church.

The Capital Tailors of Renfrew gave away free a Gillette Safety Razor with each order for a suit or overcoat during a special two days' sale in November.

Methods of Cutting Overhead

Many Discussions in State Conventions in the United States on This Important Question—the Matter of Cutting Salaries—Feeling is Divided—the Two-pant Suit Issue Creates Difference of Opinion—the Buying Policy for the Year

HOW TO cut down overhead expenses is a problem that is confronting every retailer of clothes and furnishings in Canada. The subject came up for some slight discussion at the annual convention but the suggestions made were very few even though the importance of the subject was recognized. Within the last month, many of the state conventions of clothiers in the United States have been held and this same question has come up for a good deal of discussion. Virginian clothiers featured this subject on their program. It may be worth while to recapitulate some of the points made in these conventions.

Alteration Charges

One method suggested of cutting down overhead at the Virginian convention was a charge on alterations. It was argued that as women's wear retailers exact this toll from their customers there appeared to be no valid reason why the men's wear dealer should not include the expense in the price of the garment. It was suggested that a minimum charge for the first alteration be made, to be increased in proportion to the number of additional demands. It was generally agreed that it was not fair to make the man who has little to alter help foot the bill of one who wants a great deal done.

Cutting Salaries

The question of salaries was also mentioned as one of the probable items to be cut in overhead expense, many members expressing the opinion that the wages of many should be cut from the high peak wages still being paid in many instances. Another suggestion was that all salesmen should be placed on a commission basis. It was pointed out that rent and advertising did not promise much in cutting down overhead, and though it was felt that transportation charges should come down, no concrete proposition was forthcoming as to how this should be done.

In the South Dakota convention this same question of salary cutting was before the members. A delegate who read a paper on cutting overhead expenses said that one of the means was by cutting salaries. This called forth a discussion as to whether or not the members had reduced salaries or intended to take such action. The eneral sentiment appeared to be against this method of reducing overhead and those present declared that while salaries had been boosted during the era of high prices, they had not as yet taken any step toward reduction. Whether or not such a step would be to the benefit of the retailers in dealing with their employees was so doubtful in the minds of most of the delegates that the matter was dropped without any definite expression being made.

Two Pant Suits

One method of decreasing overhead is by increasing sales; hence, it was that this question of two-pant suits came up when overhead was being discussed. The Virginia convention went on record as opposed to the two-pant suit idea in a resolution declaring that "we discourage the purchase of young men's two-pant suits and will endeavor to get our fellow merchants to agree to buy as few as possible."

On the other hand, the Illinois convention took a different view of this question. It was felt by many of the delegates that the two-pant suit idea was gaining in favor and that the merchant might as well capitalize on it. A number of the merchants attending this convention stated that they bought two-pant suits exclusively; to refuse to meet this demand was standing in the light of greater sales volume in business. Various ways of effectively advertising these suits were discussed and the featuring of such garments was recommended as a weapon against tailors who push made-to-measure suits with extra trousers at a very low price. It was interesting to note that a poll of the delegates present went to show that they, themselves, bought two-pant suits.

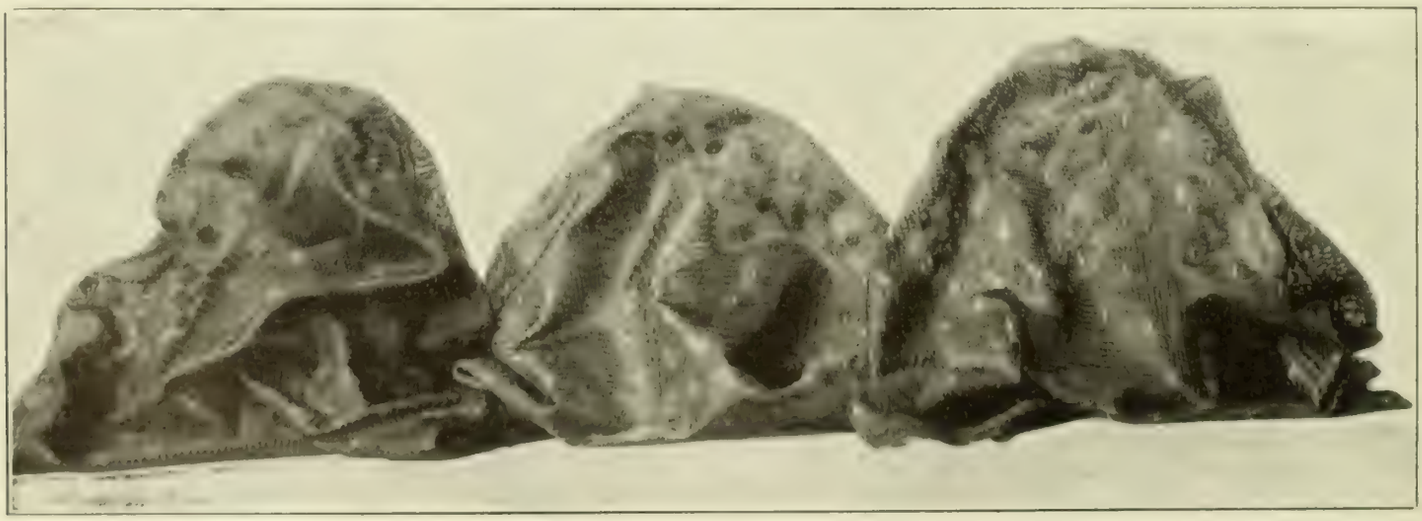
Move Faster

President Kirk of the Virginia convention gave some good advice. "It is the merchant who sells the goods," he said, "and the public which demands them, but the merchant must buy goods at the dictate of someone whose whim may cause him financial loss and the offering may not appeal to the public. I believe that we should merchandise more closely than ever before. My own experience leads me to believe that we should buy more often and sell faster and it is my firm belief that we will be in a declining market for some time to come. By doing this and cutting expenses, the retailer will be able to make a profit. We should try from now on to sell quality suits from $30 to $35 up, neckwear from $1 to $2 and shirts from $1.50 to $3 if we would keep them moving."

The Buying Policy

A careful buying policy during the year may be the means of saving many dollars. This was the feeling of the Georgia clothiers. Coleman Blach of Birmingham in speaking of this phase of merchandising during the year made some pertinent observations.

J. M. Young of Brantford recently held a "family re-union" for the members of the staff, both past and present. About seventy were in attendance.



Above are some of the newest hand-loom, pure silk grenadines, non-creasable, for novelty neckwear. These come in black grounds with contrasting swivel figures; also in the navy and green grounds. These are likewise shown in black with fancy figures.—SHOWN BY A. T. REID CO., LTD., OF TORONTO.

The Double Life Shirt

Every sale of a "Miller Double Life Silk Shirt" is an agreement of satisfaction without reservation or qualification. Every shirt is absolutely guaranteed for three months and to make doubly sure of its service, is supplied with an **extra pair of cuffs,** already to sew on when the original cuffs wear out.

Miller Double Life Shirt

Is merchandise you will be glad to sell —not only for the profit in it but because every sale will make your store more solid with the customer. The price is

Only $50.00 per Dozen Net

Extra CUFFS, GUARANTEE AND ALL —actually cheaper than the ordinary light weight Jap silk shirts.

Neckwear Specials

Our range of Brocade Silks copied from French designs and being sold by Sulka for $4.50 each can be sold by you for $1.00 and give you a splendid profit.

Our novelty border effects will stimulate your Easter trade and also be big sellers when worn without vests.

Outing Shirts

Our Special Oxford with the perfect fitting Barrel collar at $17.50 per dozen is the ideal shirt for all sports.

Summer Clothing

Have you ordered your summer clothing yet? Don't be caught short again. Our range of Duck Clothing, Flannel Pants, Khaki Pants, Duck Pants and Lustre coats are in a class by themselves and will enable you to meet all competition successfully.

Take Advantage of these "Specials" and mail your order today

Miller Men's Wear Limited

48 York Street

Toronto

BOSTON CAPS

Leaders In Style

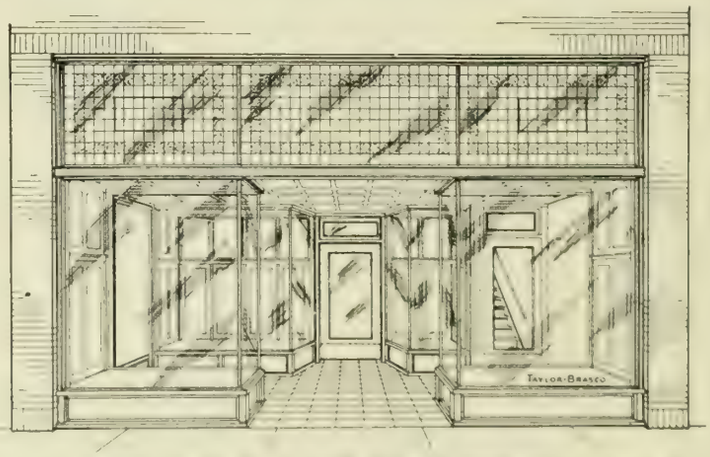
Retailers everywhere are looking for a line of caps that will push their headwear sales ahead this year.
There is nothing sensational in our line, yet it's one of the most profitable in men's stores everywhere.
The Spring line includes the newest and best in styles and fabrics.
Ask our traveller to show you the new Spring cap illustrated above—or communicate direct with us.

NOTICE
Recently we found we had to move our plant and offices to larger and more up-to-date quarters. We are now located at 520 St. Lawrence Blvd.

BOSTON CAP COMPANY
520 St. Lawrence Blvd. Montreal, Que.

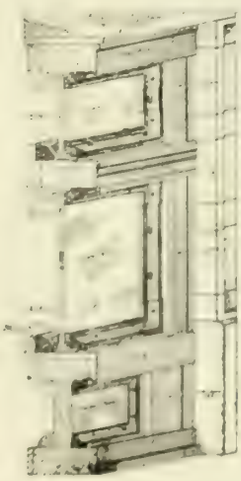
BRASCO COPPER STORE FRONTS

Are Business Magnets



The entrance to the upper floors does not necessitate waste of always valuable show window space. This design provides for this condition and has given much satisfaction.

They draw trade to your store—they increase your sales and increase your profits and are the best paying investment a merchant can make. And, by means of Taylor-Brasco system a Copper Store Front can be installed by your local contractor. We supply the copper ready to install—supply him with detail drawings and assist him to give you a thoroughly satisfactory store front. If you are interested in improving your store front write for catalog.



Through section of copper members used on Brasco Store Fronts.

Taylor Brasco Limited
Landed Banking & Loan Building
HAMILTON, - ONTARIO

Oxford Clothing Co., Limited

The dealer who handles the Oxford Line is certain to increase his business.

There is a combination of

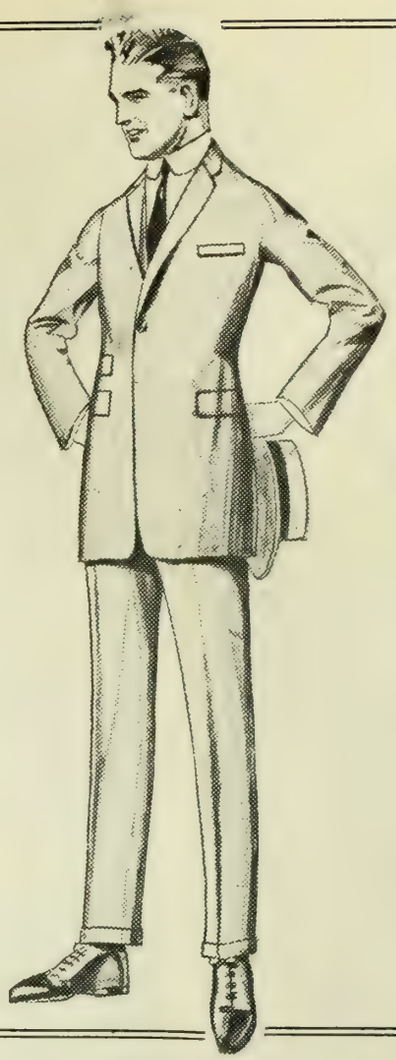
—very finest hand tailoring.
—perfect fit and correct style.
—economical prices.
—quality of the best.

The greatest possible value for the least possible outlay.

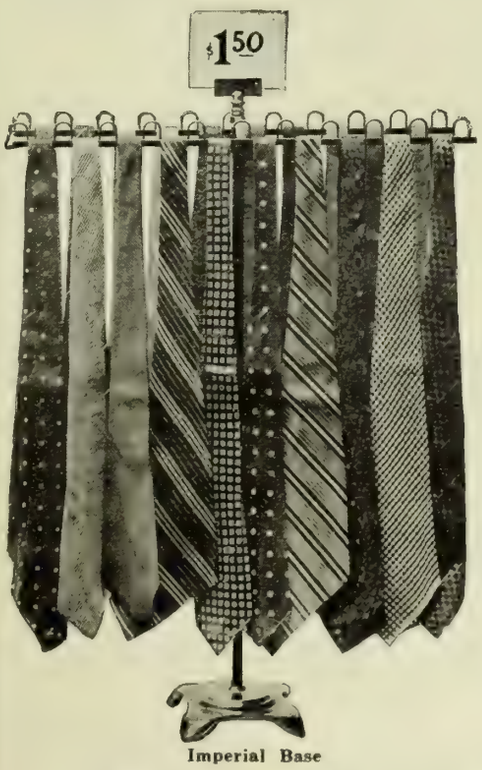
Order now to ensure prompt delivery. Special attention given to mail orders.

Oxford Clothing Co., Limited

King Street and Spadina Ave.
TORONTO

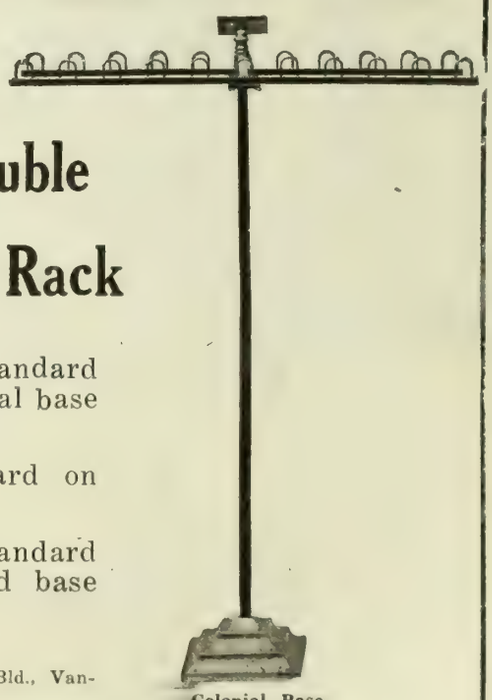


CANADA'S LEADING DISPLAY FIXTURE HOUSE



Imperial Base

The New Dale Revolving Double Bar Tie Rack


Colonial Base

Price with square Standard mounted on square Colonial base —each $9.00.

Price with round Standard on Imperial base, each $8.00.

Price with round Standard mounted on heavy round base —each $7.00.

AGENTS

E. R. Bollert & Son, 501 Mercantile Bld., Vancouver.
O'Brien, Allan & Co., Phoenix Bld., Winnipeg.
P. R. Munro, 259 Bleury St., Montreal

Dale Wax Figure Company, Limited,

86 York St. - Toronto

Every Atlantic garment is as soft, warm and cosy as the glow of the fire.
Every sale invites another.

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR Limited
MONCTON, N.B.

E. H. WALSH & COMPANY
Montreal and Toronto
Selling Agents for Quebec, Ontario and Western Provinces

Finest Quality and 100% Satisfaction.

The BEST of Threads is
"FOUNTAIN BRAND"

Manufactured by
ISLAND SPINNING CO., LIMITED
Lisburn, Ireland

It has stood the test of years and has earned for itself a reputation for evenness, strength and durability. One trial will convince you.

Sole Agents for Canada

Walter Williams & Co., Ltd.
MONTREAL 508 Read Building
TORONTO 20 Wellington St. W.
QUEBEC 533 St. Valier St.
VANCOUVER, 217 Crown Building

New 1922 Models

The Up-to-the-Minute MODEL mounted with 8 inch and 12 inch WOOD BASE, finished in MAHOGANY and WALNUT at almost PRE-WAR PRICES—ask for our new folder.

Delfosse & Co.
247-249 Craig Street, West
MONTREAL

Patent button catch.

A sure grip.

Will not tear the shirt.

Sweat proof webbing.

Made in four and two point.

Rust proof buckles.

Put up in one dozen counter display boxes.

National on every buckle.

Our price is lower than goods of a similar quality.

Write for sample dozen.

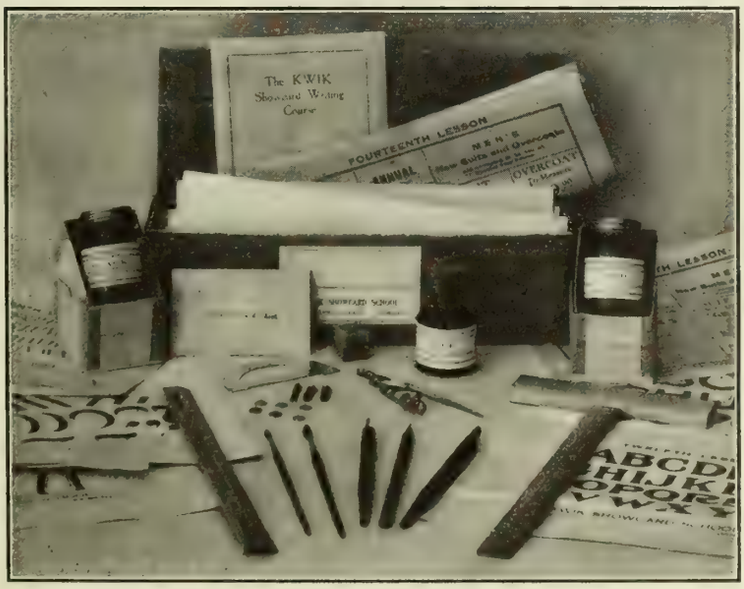
Mail orders receive special attention.

National Suspender Co.

78 York Street, Toronto

Kwik Showcard Outfit, $4

A Complete Equipment for the Showcard Writer



Outfit Consists of—

- 1 bottle Black showcard color
- 1 bottle Red showcard color
- 1 bottle Blue showcard color
- 1 No. 8 best quality red sable showcard brush
- 1 No 4 best quality red sable showcard brush
- 2 pen holders
- 1 Soennecken pens
- 1 art gum
- 4 thumb tacks
- 1 compass
- 1 protractor
- 1 T square
- 1 pencil
- 1 ruler
- 1 complete set of lessons including nine modern up-to-date alphabets with full instructions on showcard writing.

Write for Illustrated Catalog of Supplies

SPRING AND EASTER SHOWCARDS as illustrated in the showcard section of this issue will be "Lettered to order" with your own wording at these special prices—size 14 x 22, each $1.50; size 11 x 14, each $1.00.

The Kwik Showcard School - 81 Bond St., Toronto

You will find what you want in

LION SHIRTS

for immediate and summer wear.

Our present showing for Spring and Summer sorting includes all the desirable materials, shades and sizes. They'll win customers for your store because they're good value and good style.

One of our special features for Spring is the

Double Cuff Style

This cuff is made double and can be turned to form a new cuff and makes the garment appear clean. They save time, labor and money.

A post card will bring full particulars.

LION SHIRT COMPANY
44 Lombard Street
TORONTO

LION BRAND BOYS' CLOTHING

We are well equipped to meet the demand this Spring for Boys' Clothing. We manufacture boys' suits of dependable quality and correct style at popular prices. These we are sure will meet the requirements of your trade on every point.

Feature them and you will get the Trade.

You can beat price competition by Quality Goods.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at:
Clinton, Goderich, Exeter and Hensall

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Turnbull's
"CEETEE"
THE ONLY UNDERCLOTHING THAT IS REINFORCED AT ALL WEARING PARTS
MADE IN CANADA
MADE BY Turnbulls OF GALT

Have you renewed your subscription to
MEN'S WEAR REVIEW
for 1922
?

Let us direct your attention to an important announcement regarding KANTKRACK collars--the matter of reduction of prices, which went into effect on March 10th.

KANTKRACK

Collars	per doz.	$2.90
Cuffs, ½ doz. pair to the box	per doz.	5.50
Nurses' Cuffs, 1 dozen pair to the box	per doz.	5.50
Single Band Collars in Cress and Joe style	per doz.	2.40
Boys' Collars in the following styles: Scout, Leeds, Hamilton, Oak, Elm and Goor, sizes 12, 12½, 13 and 13½	per doz.	2.40

Shirt Fronts

Concord	per doz.	$5.50
Winnifred	per doz.	7.75

Your customers want to make and save money. You can help them and yourself by selling them KANTKRACK collars at these new prices.

One Grade Only and that the Best

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada, 1907

"For a Rainy Day"—

The man who consistently invests a few hundreds each year never has to worry about the future—the rainy day or his old age has no financial terrors for him.

Whether you have already sufficient invested or whether you are still looking out for probable "buys", for the sake of your own future you must take every precaution for safety.

THE FINANCIAL POST specializes in an Inquiry Service noted for its accurate and sound replies regarding investments. This service is free at all times to subscribers.

Write now for a copy of THE FINANCIAL POST. The subscription price—$5.00 a year of fifty-two issues—is really insurance on your invested money.

THE FINANCIAL POST

143 UNIVERSITY AVE., TORONTO

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SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS,
ALSO LADIES' GLOVES.

A YOUNG MAN WITH FIFTEEN YEARS 'EXperience in the clothing and furnishings trade as buyer, window trimmer and salesman. Desires to change his position. At present unemployed, not afraid of hard work, also can furnish the best of references. Apply to Box 76, Men's Wear Review, 143 University Avenue, Toronto.

GIMP YOUR PATTERNS
With Hardaker's "EASICUT" Machines
Economical, Fast, Practical, Neat.
E. W. McMARTIN,
45 St. Alexander Street Montreal.

Announcing

"The Reigncoat"

for 1922

Distinguished for the unusual fabrics in which they appear—made from the natural English gabardine cloth.

Hand tailoring of the more exacting sort, developed under the skilful supervision of Schwartzman.

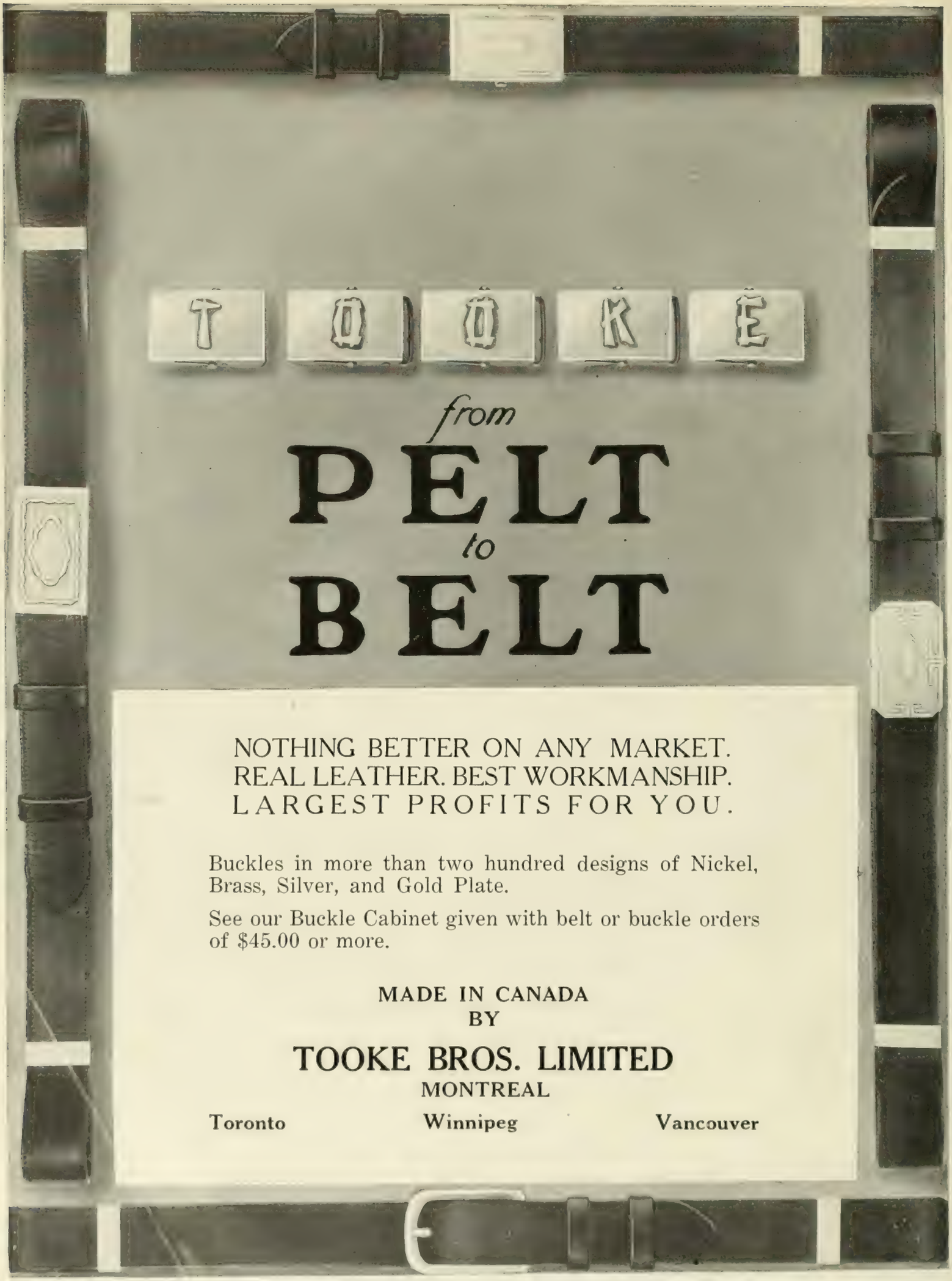
Manufactured under patent license and identified by "The Reigncoat" label

Schwartzman Bros.

Dubrule Bldg., Phillips Place

MONTREAL

"Exclusive Makers of The Reigncoat."



NOTHING BETTER ON ANY MARKET.
REAL LEATHER. BEST WORKMANSHIP.
LARGEST PROFITS FOR YOU.

Buckles in more than two hundred designs of Nickel, Brass, Silver, and Gold Plate.

See our Buckle Cabinet given with belt or buckle orders of $45.00 or more.

MADE IN CANADA
BY

TOOKE BROS. LIMITED

MONTREAL

Toronto **Winnipeg** **Vancouver**

MEN'S WEAR REVIEW

Vol. XII. No. 4 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | April, 1922

ARCHER

The

ARROW COLLAR

INTRODUCTION FOR SPRING AND SUMMER IS A COLLAR MADE IN A NEW WAY - A LIGHT FLEXIBLE COLLAR THAT IS NEW IN STYLE & VERY COMFORTABLE IN WEAR

CLUETT, PEABODY & CO. OF CANADA, LIMITED.

FRD

"It's Grand in a Strand"
Chemise
Strand
SHIRTS
de Luxe
A Product of Alphonse Racine Limited., Montreal.
J.S. Kemp

KANTKRACK Leads the Way in Price Reduction

11½ to 19

12 to 18½

11½ to 21

12 to 19

11½ to 18½

11 to 19

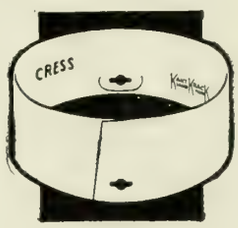
These six styles in boys' sizes, 12, 12½, 13 and 13½, now $2.40 per dozen. Men's sizes, $2.90 per dozen.

At the first indication of price reduction in our raw materials prices of **KantKracK** products are adjusted to give our dealers and the public full advantage of the saving.

The makers of **KantKracK** composition collars always lead the way and have been first in giving the trade improvements and advantages in the marketing of composition collars; first to sell collars in Canada at the same price as they were sold in United States; first to box in half dozens; first to box sizes 17 and over in quarter dozens, when requested, charging only for extra box required, and first in voluntary **price reduction.**

NEW PRICE
$2.90
Per Dozen

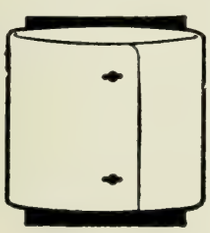
Some Styles and Sizes Less



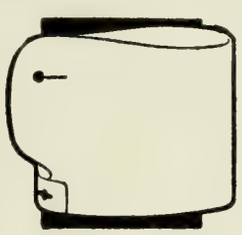
12 to 19

Cress 2 in. high and Joe 1⅝ in. high $2.40 per dozen.

The exclusive patented features of **KantKracK** composition collars give double wear. Your customers appreciate the advantages of the flexible lip, the reinforced buttonholes and the long back slit.



10 to 11½



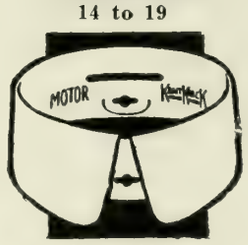
10 to 11½

KANTKRACK
CUFFS
$5.50 per dozen

12 to 18½

14 to 19

14 to 19



12 to 18½

Every **KantKracK** collar is guaranteed through the dealer and sold to all dealers at the **same price per dozen.**

13 to 17

13 to 18

One Grade Only---and That the Best

Parsons & Parsons Canadian Limited

HAMILTON, CANADA

All sizes $2.90 per dozen.

13 to 18

Established in U. S. A. 1879 Established in Canada 1907

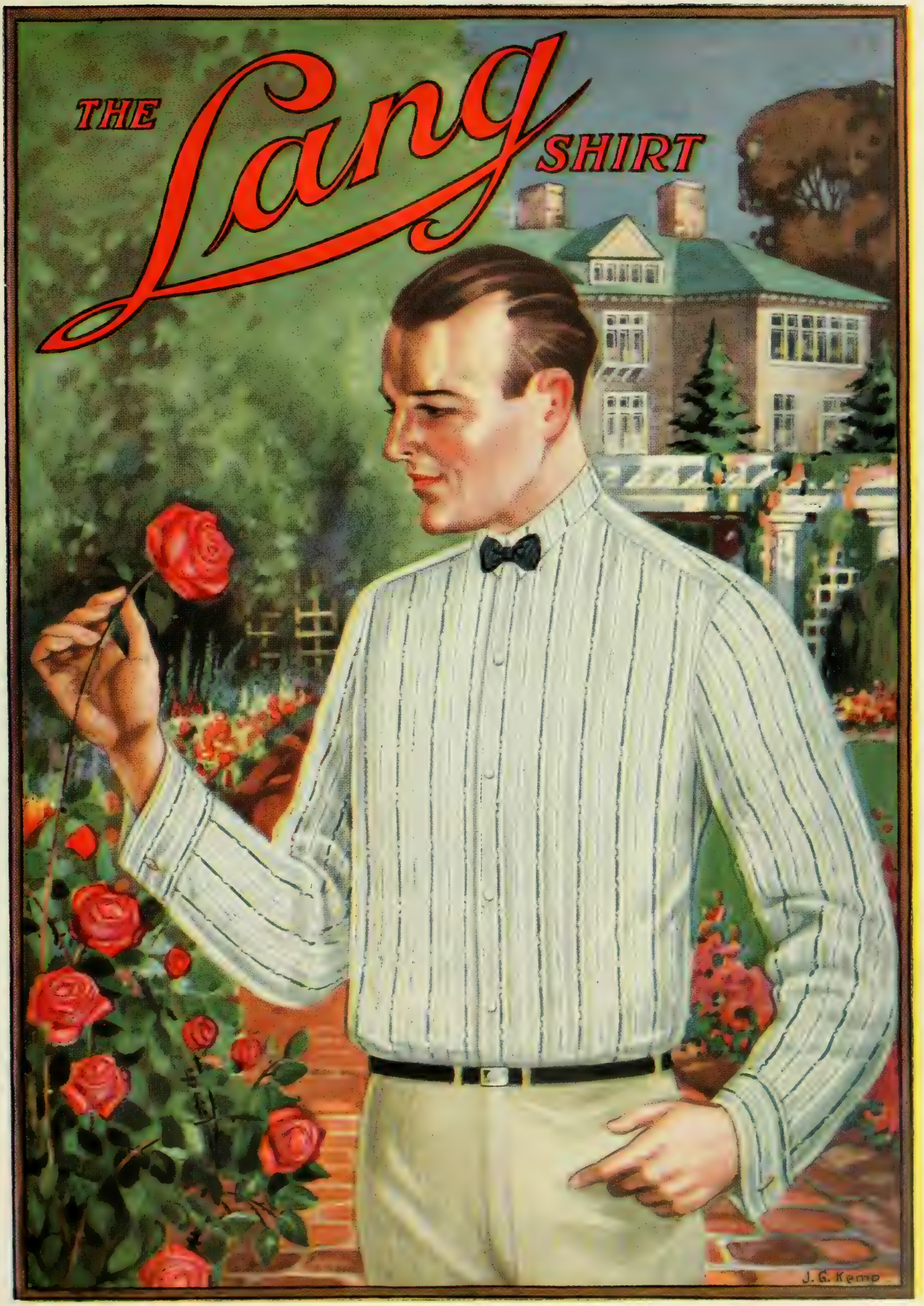
Fur Collars if desired

THE NEW LEATHER YOKE

Give them something new and yours will be the busy store! This distinctive feature in Acme Ulsters now being shown is sufficient in itself to sell the coat, but it is only one point of excellence. Their smartness, fit, finish and reasonable price make Acme Ulsters the logical line for live merchants.

Also made with Chamois Yokes

THE ACME GLOVE WORKS, LIMITED
MONTREAL


THE Lang SHIRT
J. G. Kemp

Distinctive Clothing

for Men and Young Men

The "Quality First" idea is a fixed policy in this business.

The absolute correctness of measurements superior tailoring, and the high quality of our clothing warrant you suggesting them on every occasion where quality clothes are wanted.

You have only to compare our offerings with others to realize the popularity of our line. Leishman clothing is sold by the merchant who is insistent upon having merchandise of the highest standard represented in his store.

WM. H. LEISHMAN & CO. LIMITED

192-4 Spadina Ave.

TORONTO

Makers of the Best Tailored Garments for Men

CLOTHING

SUMMED UP IN A FEW WORDS PECK'S CLOTHING FOR FALL OFFERS THE RETAILER—

—VARIETY IN PATTERNS

—DIVERSITY IN STYLES

—CERTAINTY IN QUALITIES

AND A RANGE IN PRICES THAT ENSURES A RAPID AND PROFITABLE TURNOVER IN THIS DEPARTMENT

JOHN W. PECK & COMPANY
LIMITED

MONTREAL WINNIPEG VANCOUVER

Special Orders

Our Special Order Department affords you all the advantages of a Tailoring Shop in your own store—without the expense.

Not Every Rain Coat Is a

"CRAVENETTE" REGD. is a process—not a particular weave, pattern or color of cloth.

Any cloth, which has been made shower-proof by the **"CRAVENETTE" REGD.** PROCESS is "Cravenette" Regd. Cloth, whether it be Gabardine, Imperial, Covert, Tweed, Worsted, Whipcord or Homespun.

Only goods proofed by the **"CRAVENETTE" REGD.** Process carry the "Cravenette" Regd. trademark, which is on every yard of cloth and imprinted on the label inside the collar of the finished garment.

Buyers for Ready-to-Wear Departments, or for manufacturers of Men's Coats and Ladies' Coats, Suits and Skirts—should make sure that the **"CRAVENETTE" REGD.** Trademark is on every yard of cloth.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

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Broadway BRAND

Clothes
for exacting men

Co-operation **Value** **Profits**

Clothing of Quality

for

Young Men

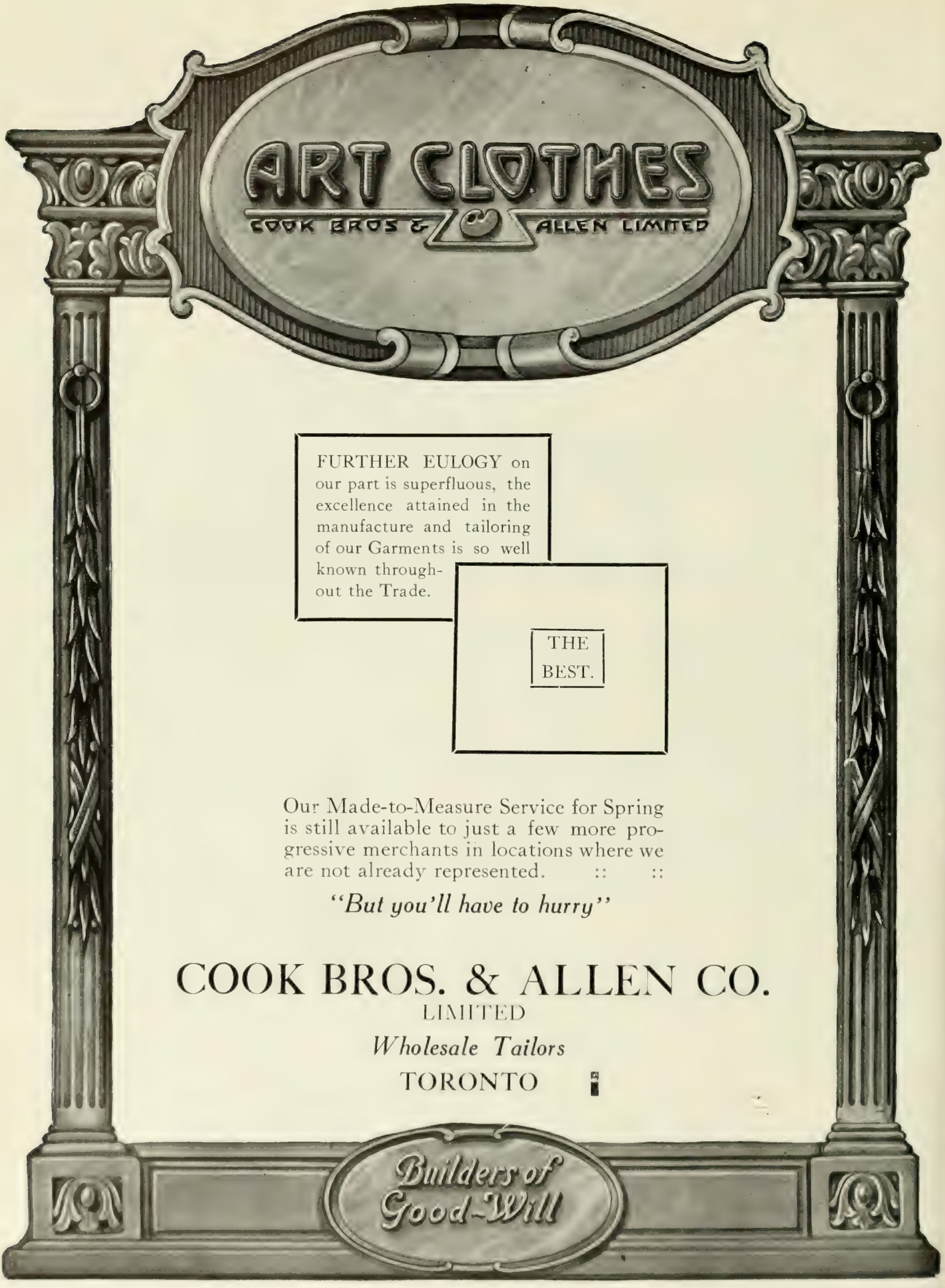
Made of dependable fabrics, splendidly tailored, well styled and quoted to sell at the demanded popular prices. They are the type of clothes that will lead the way for Spring business.

Broadway Made-to-Measure system will make your store the place where well-dressed men buy their clothes. The system makes it easy for you to give the particular man just what he wants—a suit made to his own particular measure—you are building a firm foundation for the best business in your town.

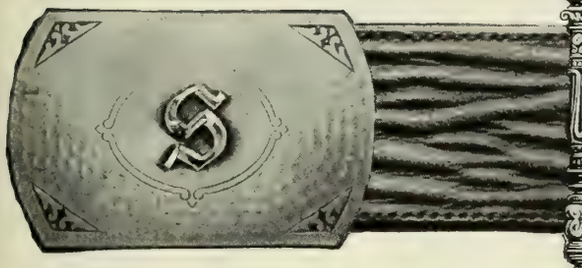
We have great value to show you—send for samples.

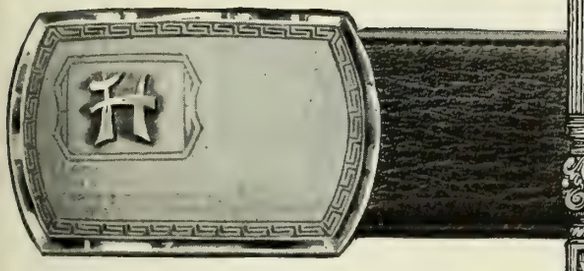
Ready for delivery.

Have you placed your Fall order yet? See our traveller—a post card brings him.

RANDALL & JOHNSTON, LIMITED
TORONTO

ART CLOTHES
COOK BROS & ALLEN LIMITED
FURTHER EULOGY on our part is superfluous, the excellence attained in the manufacture and tailoring of our Garments is so well known throughout the Trade.
THE BEST.
Our Made-to-Measure Service for Spring is still available to just a few more progressive merchants in locations where we are not already represented. :: ::
"But you'll have to hurry"
COOK BROS. & ALLEN CO.
LIMITED
Wholesale Tailors
TORONTO
Builders of Good-Will

Made by
The Famous
HICKOK
Belt Makers
at Rochester, N. Y.





Spring Window Displays Produce Sales

WINDOW DISPLAYS of HICKOK Belts, Buckles and Beltograms will greatly increase your Spring sales. Be sure to take advantage of this opportunity to display HICKOK merchandise in your windows.

The supreme quality of HICKOK products never fails to make its appeal to the passer-by. Some HICKOK dealers have reported sales increases of thousands of dollars during weeks when they displayed HICKOK Belts, Buckles and Beltograms in their windows.

HICKOK products make striking window displays. With the aid of but a few racks and cards (all of which we supply without cost to our dealers) unusually attractive windows are quickly arranged.

Keep HICKOK products continuously displayed in your windows. ORDER ENOUGH to meet the demand which your displays and our advertising will create. Be sure to order BELTOGRAMS, too—the newest HICKOK BIG SELLERS. Our salesmen are now showing our latest designs—every one a winner.

HICKOK MANUFACTURING CO., LTD.
Combined Factories Largest in the World
Manufacturing Belts and Buckles
13 Richmond St., W., TORONTO, ONTARIO

New York
200 Fifth Ave.

Chicago
424 So. Wells St.

U. S. Factory
Hickok Mfg. Co., Rochester, N. Y.

HICKOK
Belts & Buckles

H. W. FREEDMAN
MAX FREEDMAN

(Formerly with the Freedman Company)

Announce the Formation of Their New Company

H.W.& M.FREEDMAN
LIMITED

Associated with

Levy Bros. & Adler-Rochester
INCORPORATED

One of the leading Organizations in the United States Specializing in the Making of Hand-tailored Clothes for Young Men and Men.

The resulting advantage from this new clothing organization is that clothes of the Levy Bros. and Adler—Rochester, character are now made in Canada and will be sold to Canadian clothiers at prices free from duty and all non-productive cost.

The H. W. & M. FREEDMAN (Levy Bros. & Adler—Rochester) line for Fall and Winter, 1922 *will be presented to leading clothiers early in April.*

H. W. & M. Freedman, Limited
Sommer Building, Montreal

H. W. FREEDMAN,
President

MAX FREEDMAN,
Vice-President

Check Back Overcoatings

with that distinctive individuality that appeals to the particular dresser. The checks are in all sizes and colors.

Every overcoat is tailored from well selected materials in a wide variety of patterns and beautiful colorings. Ready for immediate and Fall delivery.

These are the goods you were after last year. Don't be caught short this year. Place your order early. These are big sellers.

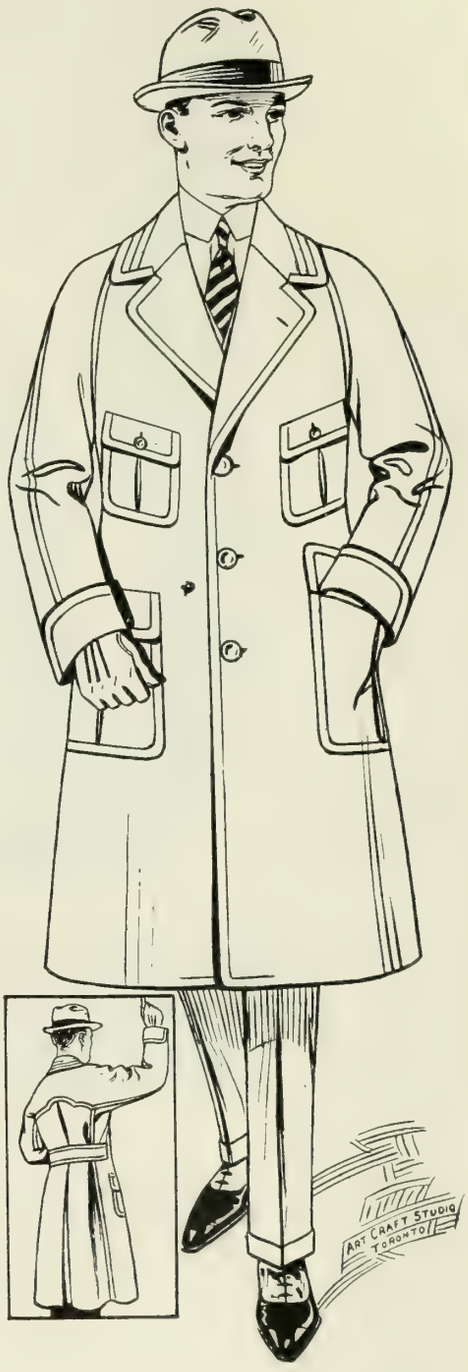
Women's Cambridge Ulsters

These are Women's Coats tailored like a man's.

It will pay you to see these Models. You will like the rich fabrics, the expert tailoring and the moderate prices.

We have had many inquiries from customers to produce a Lady's Coat tailored in our own shops, and have therefore decided to do so this season. There is sure to be a big demand.

Our travellers are now on the road showing these Models.



Coppley, Noyes & Randall, Limited

Hamilton - Canada

Stabilize Your Business with Elk Brand Clothing

This year, more than ever before, Elk Brand Clothing contains all the elements necessary to create substantial sales. The values are such that make quick turnover possible and we are prepared to give Immediate Delivery on Men's, Young Men's and Boys' Suits.

Our travellers are now on the road. Write or wire for the nearest one to call. You should be interested in what we have to offer.

J. ELKIN & CO., Limited

29-31 St. Vitre St. West

MONTREAL

Monarch-Knit
SWEATER COATS

The Standard for Style, Quality, Workmanship, and Value

THE all-purpose coat here illustrated is our M.391. This is one of the most popular sellers we have ever produced. Its smart but conservative style appeals to every man. It is worn as a house coat and office coat, as well as for out-of-door sports. Hundreds of men wear it under their outer coats for additional winter warmth. Men who wear the Monarch M.391 coat say that no other garment can give the same service and comfort.

MONARCH-KNIT
THE MONARCH KNITTING COMPANY, LIMITED

Sell Monarch-Knit Hosiery, Bathing Suits, Jerseys, Etc.

Made in Canada by

The Monarch Knitting Co., Limited

Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ontario

VANCOUVER
The Monarch Knitting Co., Ltd.,
408-409 Mercantile Block

MONTREAL
The Monarch Knitting Co., Ltd.,
Dubrule Bldg., Phillips Square

TORONTO
The Monarch Knitting Co., Ltd.,
Ogilvie Bldg., Cor. Bay and Wellington Sts.

"The Reigncoat"

AN ENGLISH
GABARDINE COAT FOR
MEN, WOMEN AND BOYS

Satisfaction follows every purchase of a Schwartzman coat — and when customers are satisfied they "come again." The quality, workmanship and tailoring in "The Reigncoat" could not be bettered—the price cannot be beaten.

If our representative has not called on you —write us direct.

"Look for our trade mark."

English SB Fabrics

The only exclusive manufacturers of "The Reigncoat" in Canada.

Schwartzman Bros.

Dubrule Bldg., Phillips Place
MONTREAL

Honest Wool
Honest Workmanship
Honest Wear

ATLANTIC
UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR Limited
MONCTON, N.B. 47
E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

The BROCK Hat

A Canadian Achievement

THE WOLTHAUSEN HAT CORPORATION, LIMITED

Head Office and Factory: Brockville, Ont.

SALESROOMS:

Montreal, Mappin and Webb Bldg.
Toronto, Cosgrave Bldg.
Vancouver, 315 Bower Block.
Winnipeg, 228 Curry Block

The interior to the left shows the Hat Department in a Men's Wear Store in Western Ontario, and illustrates the wonderful display and storage facilities of the New Way System.
This department can be installed in small sections in any store and can be increased in size at any time.

The interior to the right shows a Boys' Suit Department in a well-arranged store in Western Ontario and shows the New Way System at its best, every garment in view of customer, yet protected under glass if required.

The New Way Wardrobes are in seven foot sections, enabling a small initial purchase and additions at will.

How You Can Modernize Your Store Department By Department

Without an excessive investment in fixtures at any one time.

Is your present store equipment handicapping the growth of your business?

Have you come to realize that you must modernize your store to reach the business success that should be yours?

Then start now to re-equip your store. You do not need to put it off until you can invest in a complete new outfit as you can modernize your store one department at a time by using the New Way System of Store Fixtures.

Modernize a single department with New Way Wardrobes for Clothing or New Way Units for Furnishings and let the added profits from the increased efficiency contribute to re-equipping the next and so on. By following this plan, you will soon modernize your store throughout and place your business on a higher profit-making basis.

No expensive carpentry work is required to set up a department with New Way Fixtures, you can do it yourself and when you install the next department simply line the new equipment up with the old and it forms one solid, harmonious whole.

For your ready-to-wear department New Way Wardrobes and Cabinets form the proper combination, each case being complete in itself. Yet when additional pieces are added the appearance of uniformity is always maintained.

For small furnishings, now carried on shelves in boxes and parcels, the New Way Interchangeable Units offer you hundreds of display compartments that mean increased sales and profits, greater efficiency and service, and yet with the same advantage of being added to at will.

The cost even of a complete outfit is less than any other method, and when a single department is considered is so small as to not require consideration when advantages are compared.

If you would like to learn in detail how you can modernize your store department, mail the coupon below and our nearest representative will call and explain without any obligation being incurred by you.

JONES BROS. & CO. Limited, Toronto, Ontario

I am interested in the New Way System of modernizing my store, department by department, and would like to have your nearest representative call on me.
I understand that this does not obligate me in any way.

Name .....

Address .....

City .....

Ask for Mr. .....

M.W.R.

Men's Wear Review

VOL. XII. APRIL, 1922 No. 4

Women's Wear Dealers' Fashion Show A Success, Cannot Men's Wear Dealers Do the Same?

New Conditions Demand New Methods—Are Men and Young Men Interested in Style?—Bringing the Latest Style Before Them on Living Models—A New Idea—Yes, All Ideas Once Were New —Co-operation From the Manufacturer—Are Women the Only Vain Creatures of the Human Family?

THERE is an old saying to the effect that the cobbler's children are always unshod, the jeweller's clocks will never go and the plumber's taps are always out of order. According to a census taken by several clothing men in a certain city of the United States of themselves with regard to their mode of dressing a clause might be added to the old saying that clothing men are always the poorest dressed men in town. These clothing men had gotten together to talk "shop," and one subject of conversation centred around style. Complaint was made that the young men of the city did not seem to respond to the latest style appeals, or rather, it should be said, they did not even take a passing interest in style. Reasons for this were sought for by the clothing men. It finally occurred to one merchant that they should take a census of their own clothing and its conformity to the latest style dictates. And after the census had been taken it was found that not one clothier out of them all had one of the latest season's suits of clothes or overcoats. The other items of their dress chart were not much nearer up-to-date than their suits and overcoats. And when the meeting broke up, after a rigorous self-examination of themselves and their methods, it was found that neither in their personal appearance, in their advertising or in their window display work was the style idea promoted with any marked degree of vigour.

Style Headquarters

There are many merchants who claim for their store the title "Style Headquarters." If the title is lived up to in every department of the store's activity, young men will find their way to your door. There has not been a season in years which offers opportunities like the present Spring season for the vigorous promotion of the style idea in clothing and accessories. Young men are prone to the style appeal; it is for them that the designers of clothing and accessories spend a good deal of their time. Unless they are stirred out of their lethargy this Spring by an appeal to what is the very latest in dress, they are apt to follow the lines of least resistance and make something old do if it is pressed up and put in as good shape as the presser and cleaner can make it. Business is hard to get; therefore, every possible avenue of approach to the young men's pocket books should be analyzed and worked to the fullest extent. What is latest in clothes, in collars, shirts and neckwear, in shoes, hosiery and hats will appeal to the young men this Spring if presented forcefully and consistently. The head of one of the largest wholesale houses in Canada recently stated to Men's Wear Review that business in their institution went to show that men were far more economical than women; in other words, men's merchandise was moving much more slowly than women's wear merchandise. If the clothier and haberdasher is to keep his head above water and make a creditable showing during 1922, he has got to make strong appeals to men and young men and style is one of the best appeals to the young men of today.

Style Show

One of the newest developments among retailers in the women's wear field is the fashion or style show. Elaborate settings are planned for these shows. Theatres are engaged, models are secured (real live ones) and all that is latest in women's wear from the shoes to the wonderful hat that adorns the brow of "milady" is shown. Thousands of women (and not a few men) come out to see these fashion shows and they are pronounced eminently successful from the point of view of the retailer.

Is it inconceivable that a fahion show for men along somewhat the same lines can be held and conducted successfully by the retail clothier? The very novelty of the thing would make a strong appeal to the young men in your town or city. At first, young men might be inclined to laugh at the idea, but if the show is carefully planned for, a keen desire can be aroused. To begin with, your advertisements for some days previous to such an announcement should talk style. All that is latest for men in the field of fashion should be talked up, in clothing and accessories. The attention of the young men should be directed to your store by your style talks.

Manufacturer Will Co-operate

Then the announcement can be made that a style show will be held. Attractions that would appeal to young men could be arranged for so that the affair will have something in it of entertainment as well as instruction. You might be sure that your clothing and accessory manufacturers or wholesalers would co-operate with you to the fullest extent. Between thirty and forty models of suits are shown by many manufacturers. There are a great many models of top and Spring coats. There are new things in collars, neckwear, shirts, hats, shoes and hosiery. All of these tend to turn out the well-dressed young man. The most of them have a desire to be well dressed, even fashionably dressed without much knowledge of what must be worn to be either well or fashionably dressed. By the medium of the style show, concrete illustrations could be given. Living models should be employed; there is no reason why the methods followed by the large women's wear stores should not be followed.

Idea New? Yes

Yes, the idea is a new one; so far as we know it has never been tried in this country. Is that a valid reason why it should not be tried? Experts in merchandising problems say that men's wear merchants lack the aggressiveness of the women's wear merchants. Just think calmly of this question and ask yourself, Is there any good reason why a fashion show should not be put on for young men? Now, frankly, is there? Just because the idea is new is no reason for stating that it is no good. The idea was new with women's wear merchants not long ago; now it is accepted and is safely, sanely and profitably projected in many communities. Men attend these shows. Is there any reason to suppose

that young ladies would not attend a men's fashion show? Just figure out for yourself the new place woman has taken as a purchaser of men's clothing and furnishings. She is interested not only in price but in style and we venture the opinion that a style show of men's clothing and furnishings would have an irresistible appeal for women.

New Methods

If men's wear merchants are to merchandise successfully during the keenly competitive period of the next few years they must adopt new methods. It is a common saying that woman is more vain than man; if that be the case, aggressive merchandisers in the women's wear field take every advantage of it in their methods. By the fashion show they appeal to women; they cultivate the taste for style and the latest fashion. Is there any sane reason why the same appeal should not be made to man? There are not a few vain members of the male sex. And even aside from the mere point of vanity, there are many men who really want to know what is latest in style in the things they wear. It should be brought home to them in a concrete way. The fashion show affords a novel method of doing this. There is no reason why it should not be given a chance in this country. The results might be very surprising to the men's wear dealer.

W. G. White of the firm of White and Manahan, Winnipeg, died in California, after a lengthy illness.

EVERY MERCHANT SHOULD KNOW EVERY DAY

1. Cash sales.
2. Charge sales.
3. Money received on account.
4. Outstanding accounts.
5. Money paid out.
6. Total sales—cash and charge.
7. Total business done by each clerk.
8. Number of sales made by each clerk.
9. Number of sales made by the store.
10. Total money received from all sources.
11. Who is responsible, in case of error.
12. That he has a check on all deliveries.
13. That the system employed protects merchants, customers and clerks.
14. That the foundation of his system is a good one, that it is not dependent on the weakness of the human element.

Quality as Great a Factor as Prices

Vancouver Merchant Says Much Harm Has Been Done by Misleading Advertising—Believes Consumer Associates Flaring Advertisements With Circus Methods—Presenting Good Merchandise to Moderate Purses

"ONE of the hardest things to accomplish," said T. H. Foster, of Thos. Foster & Co., 514 Granville Street, Vancouver, to Men's Wear Review, "is to present superior merchandise, in the way it should be presented without scaring away the man of moderate means. So frequently a man who would find the prices to-day well within his reach concludes, without further investigation, that because clothes of excellent material and cut are displayed with taste and distinction, the price will be out of his reach.

"That is a problem for the window dresser and the advertisement writer. Of course, the logical thing to do is to make the price card easily visible in the window.

"There is danger of making the price too conspicuous again, in that the merchants who are giving prominence to the price are actually featuring the thought uppermost in their minds.

Misleading Advertising.

"The advertising—the flamboyant advertising being done by some of the clothing merchants—advertising which borders closely, if not actually, upon the meaning of the phrase "misleading advertising" has educated the public to connect large advertisements and large window price tickets with inferior goods. In my experience I have not found that the best of goods can be bought now at low prices. The prices are lower—considerably — than formerly, but no manufacturer can yet buy good material and have it tailored by expert tailors and yet sell as low as the price-cutter would have the public believe. It is becoming increasingly necessary for the clothing houses who have quality lines to take well considered action to combat the mis-information disseminated by jobbing clothiers through their advertisements.

Quality a Factor.

"Prices on good clothing, due to the co-operation of the manufacturers and retailers who are taking minimum profits, are attractive to the discriminating purchaser. He must be taught to realize that quality is a factor in the price—yet for our part we are using small advertisements in the papers in preference to large ones for the reason that the large advertisement, as I said before, is coming to mean, with the public, the ethical standard of merchandising that one associates with a circus."

In speaking about his advertising, Mr. Foster pointed out that while the manufacturer assisted Spring and Fall with advertising of his nationally advertised lines, each local merchant could well do some moderate, regular advertising on his own account, and could localize and individualize his copy, as the national advertiser could not, of course, do.

A recent window arranged for Thos. Foster and Co., of Vancouver, in which sport goods are featured. The use of golf sticks and balls and shoes adds very materially to the pulling power of the window.

More Aggressive Merchandising Through More Efficient Salesmanship, Advertising and Display

Suggested Methods of Lessening the Burden of Overhead Expense —Not Impossible for Small Store to Instruct in Salesmanship— Advertising Department Should be Checked For Results—Importance of Equipment and Display

OVERHEAD expense, as we have said before, is one of the outstanding problems of the retailer dealer during 1922. It can either be decreased in actual dollars and cents by the doubtful method of cutting salaries, or by the unwise method of cutting the advertising appropriation. These are the productive ends of the organization and to impair their efficiency by creating dissatisfaction or by striking at that arm of the service which creates consumer demand, largely, might be suicidal.

The better way to decrease overhead is by decreasing its percentage proportion by increasing the volume of business. Manufacturers to day are increasing production of their output by increasing the production of the individual. It is generally agreed that wages can be maintained only on the basis of securing increased efficiency from the staff; and this can apply not only to the manufacturer but to the retailer as well. Not only the size of the average sales check must be increased but the actual number of the sales checks must be increased as well. If, by the decline in prices, the average size of a check has decreased from $1.60 to $1.20, or 25 per cent. and nothing is done to prevent a continuance of this, the entire volume of business must suffer proportionately. On the other hand, if the retailer can devise ways and means of increasing his individual sales checks, he can hold the volume to its normal level and possibly make an actual gain.

Merchandising Knowledge

Many ways of doing this might be suggested. Among them the Grand Rapids Show Case Company of Grand Rapids, Michigan, suggests in a valuable report a more definite knowledge by the sales' staff of the merchandise sold over the counter. The consumer at large prefers to deal with the salesperson who knows his own line just a little bit better than the average salesperson knows it. Knowledge is power and one of the first essentials of good salesmanship is a thorough knowledge of the merchandise handled. Merchandising instruction, therefore, is being given a more careful attention even by the smaller stores today than formerly. Many of them may regard it as an added expense, and in one sense of the word it is. On the other hand, if this knowledge opens the road to larger turnover it becomes a productive expense well worth the undertaking. Even though this department may not be justified as an independent department, it can be organized in the smallest store very successfully and handled without added expense by the head of the organization, if some thought is directed along this line.

Incentive or Reward

Another great factor in the productiveness of salespeople in general is the incentive or reward for increased production. This is handled by various stores in various ways. The bonus plan is gaining ground very fast and with the great variety of bonus plans being used to-day, the retailer should have no difficulty in selecting one that would readily adapt itself to his particular conditions.

Advertising

The store's advertising and the store's windows are also among the most important factors in the situation to-day, because they are factors that arouse the interest of the customer and then bring him into the store. Advertising should not suffer at this time, considering the small percentage it bears to the overhead. On the other hand, the efficiency of the advertising should be looked to very carefully and should be increased in proportion to the other increases which are in contemplation. The present waste in advertising is due largely to an utter lack of fixed policy behind the advertising, the lack of any definite personality which it might reflect for the store. Advertising without personality or without being founded upon any specific fundamental is likened to the water which has already passed over the wheel. Its effort is spent and nothing particularly constructive is left behind.

Principles of Advertising

Perhaps the greatest thought to-day in connection with retail advertising is to get down to the principle of forgetting the thought that advertising is intended solely for the purpose of bringing a lot of people into the store. Advertising should be thought of more particularly with reference to its effect upon these people who do come into the store; if this be done, benefits will be increased because something is being built in this manner which is not being built if the advertising is shaped only for the purpose of bringing people into the store. There is no reason why the store should not demand more intensive work from its advertising department. Results can be checked and should be analyzed very carefully. The advertising department should keep in very close touch with the store staff to lay before them plans and receive from them suggestions.

Display

The factor of display is an increasingly important one in merchandising. In stores where provision has been made for elaborate and artistic displays, this element is responsible for great increases in the average sales check because of the power of suggestion. The more merchandise open to the inspection of the customer, the more opportunities of increasing the number of sales checks. Attractive merchandise in an attractive setting becomes a well-nigh irresistible combination, and it is the part of wisdom to-day to have very attractive settings for the merchandise in the store. Working with the obsolete methods satisfactory ten or fifteen years ago, the merchant cannot possibly compete with the workers who have at their disposal the more modern devices for the presentation and selling of merchandise now being employed by efficient merchandising institutions.

A limited showing of merchandise naturally means a limited sales check. Yet with the system employed by so many merchants it is almost impossible for the salespeople to show a variety of merchandise because the facilities do not lend themselves to the possibility. Lost motion in presenting merchandise and keeping stocks in order not only limits the volume which the salespeople are producing but raises the cost of selling very materially. Stores well equipped are getting the maximum of efficiency from the sales' staff and thus increase not only the size of the sales check but the number of them as well. In doing this they are increasing the total volume of the store's business very materially.

FREDERICTON MERCHANTS ELECT OFFICERS

At the annual meeting of the Fredericton branch of the R.M.A., the following officers were elected for the ensuing year:—President, Wm. R. Fraser; 1st vice-president, W. L. Jennings; 2nd vice-president, Jas. Mavor; secretary, R. W. Lindsay; treasurer, J. H. Flemming. The Advisory Board is as follows:—J. J. Weddall, Robt. McCunn, C. H. Burt, A. Murray, E. E. Cameron, D. E. Crowe and C. W. Hall.

The annual report of the secretary, C. W. Hall, and the report of the retiring president, Mr. Murray, were read and adopted. A hearty vote of thanks was tendered the retiring officers.

Advertising That Gets Business

Edgar V. M. Gilbert of Montreal Outlines Pertinent Points for the Ad. Man—Find Out the Target of Your Advertising, Then Shoot at That Target—Discounts "Stunt Stuff," Slogans, and Too Frequent Contests—Making Every Inch of Space Bring a Response

ADVERTISING is one of the outstanding problems of the retailer during the year 1922. Not only is the average merchant asking himself whether his appropriation for this year should be as large as last year, but he is pondering how it can be used to the very best advantage. In other words, he wants "advertising that pulls." That was the subject of an address given at the clothiers' convention on Wednesday morning, February 15th, by Edgar V. M. Gilbert, advertising manager of J. H. Blumenthals Sons & Co., Ltd., of Montreal.

To Whom Advertising?

Mr. Gilbert, in opening his address, said that the first thing for the merchant to find out was to whom he was advertising. There were two classes of men to be reached: men who wore ready-to-wear clothing, and men who didn't. These men either bought at home or they bought abroad, that is, either in his home town or in the particular community in which your store is located, or he buys, perhaps, through the mail order catalogue. An effort should also be made to find out why the customer is patronizing your store. Is it because of price, quality, style or variety? It was a good plan to ask the salesmen to find out why men were buying at your store. Probably they would find out that habit was a large factor in business—boys, for instance, were sent to their store by their fathers who had dealt with the firm for many years.

Mr. Gilbert said that valuable hints could be gathered from a campaign to find out why men bought certain kinds of clothing. A great many men were on the verge of coming to the ready-made clothing houses from the tailor. For instance, many men went to the English & Scotch Woollen Mills, not because of quality, price or style, necessarily, but because they liked the feeling of the tailor's tape about their necks. When the United States government was recruiting for the navy they asked five advertising agencies to prepare suitable campaigns for them. Four of these did so but the fifth told the government they would not attempt it until they had absolute freedom for three months to move amongst the men of the navy to find out from them why they had joined the navy; then they would be able to prepare a campaign that would reach home and get results. They were surprised to find that many of the men of the navy were the foremost boy of the farm who wanted to get away from the farm and see some of the world. While it had been supposed that patriotism would be the reason behind most of the enlistments in the navy, it was discovered that this reason accounted for only one-half of one per cent. of enlistments. It was found that even the farm papers were not the proper channels through which to reach the farm boys because they so hated the farm that they did not even read the farm papers. They had to reach them through other mediums. The investigation saved the government hundreds of thousands of dollars and they got results.

Hit The Target

Having found out the proper mediums of advertising and the persons to whom advertising should be directed, Mr. Gilbert advised hitting the target with all your might. In their store, they had over a three years' period spent 75 per cent. on newspaper advertising, 4 per cent. on billboards, 4 per cent. on novelties and the rest on odds and ends. This year they were adding 5 per cent. to their advertising appropriation and were devoting 10 per cent. to direct mail advertising.

The Mailing List

The mailing list for direct mail advertising was an important consideration. They did not propose to take the list supplied by some agency, or from the telephone book. They wanted to reach the men who were good prospects. They were taking all their delivery sheets of the last six months and compiling a list from them. In this way, they were finding out what sections of the city were not being reached by them and they could make the necessary effort to draw more trade from these sections. With increased advertising rates, they were also finding out that a smaller space must do the work of the larger one. They were taking 10 per cent. off their newspaper advertising appropriation.

Pick Out Prospect

Mr. Gilbert pointed out that every advertisement did not reach every reader of the paper. The merchant should have in the back of his mind a direct prospect and he should then write the advertisement to that man. Always pick out one man who wants to buy a suit and then get a message across to that man. Don't shout at him, don't insult him. Put "selling" into the advertisement and try to get the man to read the advertisement in relationship to himself and his own needs. Don't make a lot of noise but use a bullet that will go direct home. What the ad man wants to see is that the man who is going to buy is sold through the advertisement.

"Stunt Stuff"

The speaker discounted altogether the value of "stunt" advertising. He referred to an advertisement that had been run, headed, "Pants are down." The advertisement created a lot of comment, it made some people laugh, but it failed to draw business. Get people to talk about your store favorably. Don't spend money to amuse them.

Advertising that sells a man must contain quite a bit of copy. To sell a suit of clothes to a man through advertising you must tell him something about the quality, the style and other points that are of interest to him, just as the clothing salesman tells him when he comes to buy. The more you can tell about the merchandise briefly, the better your advertisement will be. Don't be afraid to use copy; use details—not too many—but boiled down to the smallest possible space the same as the mail order catalogue does it. An advertisement that used several inches of space and only read "See our $50 suits for $35" he believed was so much waste space. There was no message in it. In these days every inch of space should bring its response. The advertising man should feel that every advertisement he writes should add prestige to the firm; the advertisement that takes away from the prestige is a detriment to the whole store. He did not think slogans in advertising were any good. They pleased some people but they did not get business.

Comparative Figures

Mr. Gilbert stated that he believed in the use of comparative figures but it is up to each merchant to determine whether he could make the proper use of them. The man who was not familiar with clothing would be greatly misled by many advertisements that appeared during the past year because the figures quoted in many instances represented almost impossible things in the clothing business. In their own store, they had purposely modified their figures because they knew people would not believe them if the difference between the comparative figures were too great. It was feeding the profiteer hunter.

Monthly Quota

It was suggested by the speaker that

(Continued on Next Page)

Taking Trade Round the Corner

Vancouver Merchants Forced Out of High-rent Area—Topical Windows Attract Attention and Sell Merchandise—Simple Device for Showing Neckwear—The New Store

CAN a merchant move off the high rent street—go around the corner—and take his trade with him?

That is the question that many retailers are asking right now because in the few blocks on Granville Street, Vancouver, that seem to be the most valuable retail locations, the rents are being forced beyond the reach of many lines of retailing.

A few months ago, Potts and Small decided that they could do business just around the corner on Pendor Street from their valuable location at the corner of Pender and Granville.

Asked to-day, by Men's Wear Review, whether they were retaining their customers since they moved, W. B. Small said most emphatically "Yes."

Intensive Advertising

"Business has not been as brisk this month as February, which was a splendid month with us, but we are keeping all the custom that we had before, and we are away ahead by reason of the move. At this time we are making our newspaper space and our windows work as they never worked before. The business responds to intensive merchandising now as always.

"Our windows are selling goods. We are changing them every week and making them interesting and topical."

Linking With Motor Show

At the time of writing the Motor Show is going on in Vancouver, and the newspapers and manufacturers are creating a big interest in it. In line with their usual policy, the window posters that have been a feature of this store's window dressing show in cartoon form two amusing incidents in connection with the ownership of a car.

Nor do the posters cost the store any money as Mr. Small himself wields the brush and is responsible for the effective posters that retain the good-natured interest of the public from week to week.

Displaying Neckwear

Another feature that the writer thought would interest the readers of Men's Wear Review is the method of displaying ties without creasing them, that Mr. Small has made up for his store.

Using the various excellent lithographs that the collar manufacturers supply to advertise their product, Mr. Small adds to the familiar head and collar stiff white cardboard which is attached to a simple wooden stand.

This fixture was photographed both before it has the tie added and after, because the whole scheme is so simple and effective. The tie is loosely knotted in the usual way; the knot end is tucked into the opening at the collar and the flowing end is caught up in the other slot.

Decorations

The new store is finished in a pearl grey color, the feature of the wall cases being that the tops of them are only as high as the average level of the eye—5 ft. 6in.; then the tops of the wall cases are used to effectively display shirts, ties, pyjamas, over-coats, etc. Suits are not stocked but a business is done in made-to-measure suits and coats—only the samples and style books being stocked.

Potts and Small of Vancouver, were recently forced to leave their old stand on account of the enormous rent asked of them. They went just around the corner and this window shows how they announced the fact. They state their business is not suffering any because of the removal.

ADVERTISING THAT GETS BUSINESS

(Continued from Previous Page)

every merchant should have a monthly quota for advertising. In their business, they believed that the month of February was almost useless as an advertising month and their appropriation for it was next to nothing. They had found out that their advertising in January did not pay very well and this month they were using about one-third of the space and paying more for a preferred position. This year, they would concentrate on getting preferred position and subduing the space used; they did not expect to make the newspapers rich. They would not use any advertising service, either, because they had found out that most of them were designed for newspapers rather than for the merchant. For such a service, they found they paid about $48 a month and used about $2 worth of cuts. In future, they would use cuts that showed garments actually in stock.

In laying out an advertisement, Mr. Gilbert said that larger space should be given to the items at the bottom of the ad, because the best position in an advertisement was five-eighths of the way up the ad.

Mr. Gilbert discounted the use of contests that were run freqeuntly; they should be used very seldom, he thought. An ad man should never repeat an advertisement any more than a live newspaper would repeat a new item. He recalled one retailer who ran a straw hat advertisement late in September.

Make Men Shop

In conclusion, Mr. Gilbert advised that the advertising man this year should do his best to make men shoppers. The more you can get people to judge values the better. The live merchant wanted comparisons and did not want people to come to them on blind faith. The more that people could be sold on the strength of values the better for business and the less it would cost in advertising.

The Art of Showcard Writing

By JALEXO, Member of Advisory Board, Kwik Showcard School, Toronto

In this treatise on Showcard Writing, I propose to consider the art from every angle; to take into account favorable and unfavorable contingencies which may develop during practice, and to safeguard some who may be following the lessons, alike, against the loss of time caused by unnecessary discouragement and the waste of effort which is the consequence of misdirected energies.—"JALEXO."

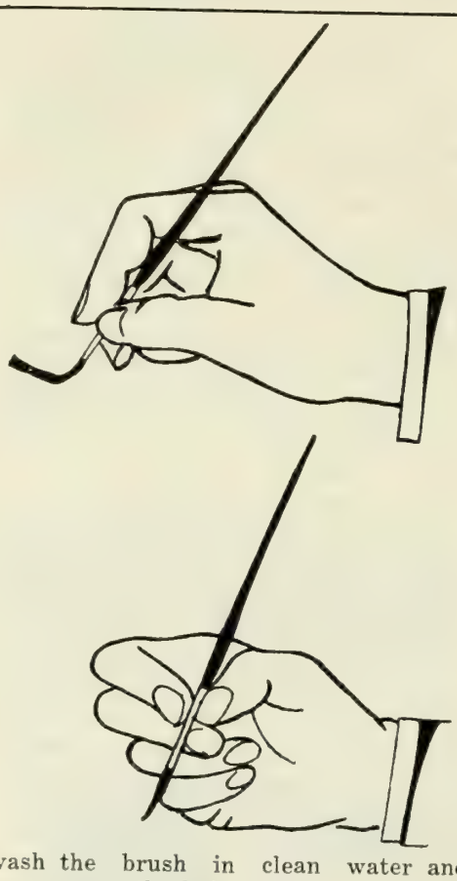
THE ABILITY to execute showcards is today recognized as a rare and desirable accomplishment. The ability is within the reach of any man or woman who is willing to follow instructions and devote the necessary hours of practice.

Let it be understood, here and now, that natural aptitude is not a necessary qualification in the person who would become a proficient showcard writer. Continued practice is the price of perfect attainment—one can do well only that which he is in the habit of doing. The full meaning of this will strike you the more forcibly in showcard writing as you begin to master the technique of the brush and color.

The Importance of Good Brushes.

Showcard brushes of red sable are the unvarying choice of the particular showcard writer. Red sable hair possesses the resiliency and strength necessary to good work. The red sable will hold the color and spread to best advantage. These brushes are obtained in a wide variety of sizes. Sizes 8 and 10 will suffice for the beginner, and may be used in the execution of any alphabet during the course.

Infinite care should be taken of the brush. At the completion of your work, wash the brush in clean water and squeeze out the hair to a flat edge. Do not permit any brush to stand upon the hair end, as the weight of the brush will bend the hair and spoil its springiness. Be careful to lay the brush flat or with hair end up. In trimming the tip of a brush, at no time should it be necessary to take off more than a mere hairbreadth from the tip. This delicate operation is best performed by laying the tip of the hair over the edge of a piece of cardboard and filing with emery paper. To file off too much tip is to ruin the elasticity of the hair.



The Selection of Color.

By "color" is meant the paint used in lettering. The most suitable color for showcard work should be of such consistency as will ensure an even, opaque effect and yet flow freely from the brush. The color should contain such properties as will permit it to dry quickly, and adhere to the showcard, without "rubbing up."

In the elementary stages of the work, it will perhaps be difficult to tell just when the color is right.

The "feel" of the color comes only after considerable dabbing and plying with the brush. This "playing" with the color is one of the most important steps in the lesson. Use color that can be thinned out with water, when necessary. A good black color is recommended for practice work. Medium flat black has the desired finish.

How To Prepare the Brush

Take up the brush between the forefinger and thumb and brace it with the middle finger as illustrated in Plate 1. Hold the brush about an inch above the nickel ferrule so that when your hand rests on the card, the brush slants up at an

angle of about 45 degrees. Dip the brush into cold water and squeeze out, thus leaving it moist for the reception of color. Dip into color and work the brush on a piece of cardboard about 3 x 6 inches. This will bring the hair to a flat edge, like the point of a chisel. This chisel edge is imperative before you lay the brush to paper. Everything depends upon a good edge on the hair of the brush. It might seem difficult to obtain this edge at the first attempt, but a little patience and practice will bring the desired result. Common wrapping paper or newspaper may be used for practice work.

Speed of Practice Strokes.

The student is cautioned against any attempt to "hurry through" with any given piece of work. Some idea of the correct speed may be gained from the fact that an upright stroke, six inches long (see plate 3) should be executed in one second from the moment the brush touches paper until completion of stroke. Minute observation among foremost cardwriters has resulted in this test stroke being brought into established usage. The beginner is urged to practise this speed stroke until it becomes a habit. When one feels that he has this stroke well in hand, then, and not until then, should any attempt be made upon the practice strokes in plate 2.

The Practice Strokes

Plate 2 illustrates the strokes which comprise the component parts of the Kwik Roman alphabet. Each stroke is made with one continuous sweep of the brush. Spurs, as shown on some strokes, are added separately after the stroke has been done. Care must be taken in applying the brush to paper when commencing a stroke, and also at the finish, to ensure fine points. Look to your color; see that it is of the right consistency. If too thick, the brush will bulge and refuse to take on the fine chisel edge. In this case, thin color with water. These strokes require deft handling. The brush must be in fine fettle for satisfactory results. No student can hope to master these strokes in a day—practice is necessary to perfect attainment. Do not become discouraged at first efforts—the writer knows exactly how the beginner starts out. The student's preliminary work will be anything but pleasing, even in his own estimation. The writer has known instances where pupils have thrown down their brushes in despair at the end of the first thirty minutes' practice, declaring that they were totally unable to approach the perfection of the lesson plate. The majority of those students, however, upon being rightly encouraged, have expressed amazement at their speedy progress.

The Arm Movement.

In making the strokes, keep a firm hold on the brush with fingers taut, so that the brush cannot whirl around. The whole arm should move during the making of a stroke. Keep your grip on the brush and do not move the fingers, except when doing curved strokes where a little bending of the fingers is necessary. The arm should move something like a pantograft—right from the shoulder.

Kwik Roman Alphabet.

In plate 4, is shown the Kwik Roman alphabet, lower case. "Lower case" means the small letters as distinguished from the capitals. The different stages in the construction of letters are indicated by arrows numbered 1, 2, 3 and so on. The arrows show the direction in which the brush must travel; the numbers show the order in which the various strokes are done. Where two curved strokes come in one letter as in "C," begin the second stroke at a point overlapping the top of first stroke, so that the two strokes will merge into each other without showing joint.

FEIGIN, ROSENBERG & CO. LIMITED

A new firm has been organized in Montreal under the name of Feigin, Rosenberg and Company, Limited. This firm is to manufacture high-grade, young men's and boys' clothing at moderate prices and their place of manufacture is the 4th floor, Labelle Building, St. Catherine Street, East, Montreal. They are removing to this new building on May 1st and their full range will be ready by April 15th.

Louis Feigin has been connected with the clothing trade in Canada for a number of years and is well known. M. Rosenberg was formerly the head designer of the Saxe Clothing Co., of Montreal.

The Men's Furnishing store of K. G. McRae, Revelstoke, B. C., was badly damaged by fire on April 4th. The fire broke out in the rear of the McRae store, but the cause was unknown.

Men's Wear Review

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Advertising News

It would seem that a number of articles which have been appearing of late in some of the American trade publications are the forerunners of a new type of retail and wholesale or manufacturing advertising. Some authorities on the subject claim that retail advertising is still in its pioneer stages and that the great majority of large or specialty stores still follow the original trail. This trail, they say, is not a very attractive one in these days, for it savors too much of the shouting style, or of that style which might be represented in the phrase, $50 suits to-day for $24.75. This kind of shouting carries with it an impression disseminated by the advertiser himself, namely, that people have to be shouted at to read advertisements. That is no longer the case, and certainly is not the case at the present time. People to-day are shoppers as never before; they are diligently in search of values and prices that are good and attractive. And the preliminary step to their shopping is the reading of advertisements that appear in the daily paper. We venture the assertion that advertisements are more carefully read to-day than they have been for some years back.

What the reader of the advertisement wants, therefore, is real news about your store, your merchandise, your values, your prices and your assortments. He does not want to be treated to glaring headlines containing bald announcements that you have the lowest-price highest-quality merchandise in town. That will not suffice. He wants something of details, descriptions that are not too long but contain real information—real news—about your merchandise. Stores that are carrying this kind of advertising are said to be getting results.

Watch for the Groom

Dry Goods Merchants are laying their plans for busines that accompanies the arrival of the June bride. There are a score of things she will want to complete her trousseau, to furnish her house, to prepare herself for the "great day."

But Men's Wear merchants should not overlook the fact that no wedding is complete without a groom and a groomsman. While little attention is given them on this great day, the fact remains that they have to be there, clad suitably for the occasion. That occasion is an opportunity for the men's wear dealer. The announcement column of the daily papers should be watched carefully to discover benedicts-to-be. A nicely worded letter to the prospective groom, congratulating him on his forthcoming marriage, with a courteous reminder that you carry a full line of clothing suitable for the occasion together with the accessories necessary to the groom's attire will not only be appreciated but will bring results. It might be well to suggest that a private selection of wedding garments would be cheerfully accorded. And when the opportunity presents itself, you could find out from the groom who is to be his best man, and a letter might subsequently be sent to him along the same lines.

The profits to be had from catering to this class of trade should not be overlooked. The time to plan for it is now.

Destructive Comparative Figures

The Spring season is opening for the retail clothier with a good deal of that confidence that was missing a year ago, restored. Clothiers have it from the Deputy Minister of Labor that the index figure for clothing shows a greater drop than nearly every other commodity that is sold. Most consumers believe that clothing men have taken their losses and are now down with prices as far as they can go with manufacturing costs and distributing costs as high as they are at the present time.

It should be the endeavor of retailer and manufacturer alike to do their utmost in their respective fields, separately and in co-operation with each other to combat any practice that would tend to again destroy this restored confidence. It is the one thing on which they can hope to build up successful business during this or any other year. If the confidence of the consumer in the honesty of retail methods, the truth of printed statements, and the guarantee given with merchandise sold over the counter, is again shaken it will be a disastrous day for the whole clothing industry, from the manufacturer to the retailer This is a very good year to build business on the unfailing confidence of the customer. He is spending conservatively: he is expecting one hundred cents worth of merchandise for every dollar he spends.

If, therefore, merchandising is done legitimately and honestly, with a due regard to economy of operation that will not impair the service to customers, the good-will of the customer will be strengthened to good purpose. The thing that will shake the confidence of the consumer will be methods of competition amongst clothing men themselves that are known to be unfair: advertising that does not bear the stamp of truth upon it and practises that do not reflect credit on those who use them. The use of comparative figures that show a tremendous distance between them are among the most destructive agencies employed to destroy restored confidence.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

IF WE DON'T CARRY IT IT IS NOT THE LATEST STYLE

A WINDOW FULL OF GOOD VALUES

WE STILL HAVE SOME OF THE LATEST STYLES AFTER THE EASTER PARADE

THE NEW LONG POINTED COLLAR FOR MEN OF STYLE

KNITTED NECKWEAR FOR KNATTY DRESSERS

YOU ARE IN STYLE WHEN YOU ARE IN THIS SUIT

A LIGHT TOPCOAT THAT COMBINES STYLE AND SERVICE

OUR CLOTHES ARE STILL ALL WOOL BUT HALF THE PRICE IS GONE

SUSPENDERS THAT STAND THE STRAIN OF EVERY DAY

NECKWEAR THAT BECOMES THE CENTRE OF ATTRACTION

WHEN YOU STEP IN THESE HOSE YOU STEP IN COMFORT

EVERY SUIT CARRIES THE GUARANTEE OF OUR NAME

NEAT FIGURES IN SHIRTS FOR SPRING

SPORTS SUITS FOR MEN WHO WANT SPORTS CLOTHES

THE TWO PANT SUIT FOR ECONOMY AND SERVICE

WE ARE CLOTHIERS WHO HANDLE ONLY THE FINEST TYPE OF MERCHANDISE

THESE FABRICS ARE ACCENTUATED BY THE HAND TAILORING

AN EXCEPTIONAL RAINCOAT AT AN EXCEPTIONAL PRICE

SPORTS SUITS FOR TOWN OR COUNTRY WEAR

HEADQUARTERS FOR SPORTS CLOTHES

A FELT HAT THAT ADDS DISTINCTION TO YOUR BEARING

HIGH GRADE TAILORING, POPULARLY PRICED

ECONOMY IN THIS SHIRT WITH COLLAR TO MATCH

CLOTHES THAT GIVE THE MOST FOR THE MONEY

A NEW AND DESIRABLE CAP THAT COMBINES COMFORT AND STYLE

A SPRING OFFERING IN SILK NECKWEAR

OUR SPRING MERCHANDISE COMBINES THE CREAM OF SPRING STYLES

A DRESSY BATWING FOR A DRESS-UP OCCASION

GLOVES THAT STAND THE WEAR BECAUSE THEY ARE HONESTLY MADE

POPULAR HOSIERY AT POPULAR PRICES

SPRING UNDERWEAR—A COMBINATION OF COMFORT AND ECONOMY

To Feature Style In Merchandising

George T. Creary of St. John, N. B., Sets Out to Adapt Himself and His Methods to New Ideas in Men's Wear Merchandising—Hopes to Show Styles That Equal "New York" and "Montreal"—Is Catering to Women's Trade

DOWN IN St. John, N. B., a certain wide-awake, young retailer of men's wear made a discovery last month. This discovery was nothing more or less than that the time has come to make a change in methods of retailing both clothing and furnishings, to cease existing in the same class with a corner cigar store and no longer to be content to purvey only such merchandise as the buying public would condescend to purchase if they needed it badly enough. This young retailer's experience showed him that this attitude was all wrong and with changing conditions, he must apply changed methods of merchandising, and so he evolved for himself a new policy and lost no time in putting it into practice.

George T. Creary is the hero of the story, and admits that he is still under thirty years of age, but his wide experience in all branches of his business enables him to speak with authority upon the subject of business reorganization.

His first experience was gained as a journeyman tailor and from this occupation he has risen rapidly to become owner and manager of St. John's newest men's wear store, which is to be known henceforth as "Creary's Ready-to-Wear."

Interior view of the Creary Store, St. John, N. B.

An Original Policy

"One often meets a friend who has been traveling, wearing a particularly smart top-coat or suit and the first question we ask is usually 'where did you buy this?' and the answer just as often is likely to be 'Oh, in New York,' or 'Montreal of course' and so on. Just because of the distinctive style we would never expect him to say 'in St. John.' So I am going to put in a line of special men's attire and bring this store up-to-date with a brand new stock, and I hope to make it possible for these men who think it necessary to go out of St. John to buy distinctive clothing, to change their views."

This theory is exactly that advocated by all the leading style mentors of the United States, who have been strenuously emphasizing the fact, during the past few months, that of all types of merchant, the average men's wear dealer is the most behind the times in point of progressiveness. They insist that the men's wear dealer must get out of his rut and commence to delve a bit into the workings of the public mind or he will get left behind badly. They assert that even the man with a large personal following, who boasts of his own personality as the best business getter, is going to fall behind if he does not wake up and improve his business methods in accordance with the trend of the times. They claim that the men's wear dealer must cease to be dominated by his customer and must learn more about the goods he sells as well as to anticipate the demand of the buying public.

This type of propaganda became widely discussed about a year ago in leading retail circles in the United States, and here and there Canadian retailers have caught the echoes and have become convinced that they also needed to give heed to this advice. That is why St. John feels proud of its youngest men's wear retailer who has lost no time in taking "the bull by the horns" and adopting a new policy when he set himself the task of enlarging and making over his business. During the years 1918 to 1921 Mr. Creary was President and manager of the St. John Semi-Ready Store which was located in the same building in which he now does business, on Charlotte Street, facing King Square, only a stone's throw from the leading theatres and hotels.

Woman's Trade Catered To

To Men's Wear Review Mr. Creary outlined his plans for the future in these words. "What we want is to get the confidence of the people and we are ready to give quality and service at all times. This is an age when women are buying men's furnishings—perhaps more than the men themselves—so we are catering particularly to St. John women, standing behind our goods and endeavouring to live up to our obligations at all times." The slogan adopted by Mr. Creary amply indicates the type of service offered to feminine shoppers—"A Specialty Shop For Men and Women Who Buy For Men," and going still farther in the endeavour to interest and attract the people of either sex. Mr. Creary makes it an invariable practice to change his two show windows daily, following a rotation which is varied enough to eliminate monotony. On one day will be shown a range of furnishings of smart design and in harmonious color blend, next day they will be followed by an effective display of new spring clothes, while on the third day, possibly, hats and caps. At all times, fresh spring flowers in bright colors, are used artistically, to enhance the springlike atmosphere.

During the past few weeks the interior of the store has undergone a transformation, the woodwork and fixtures having been renovated and altered. Under the new lay-out the fixtures are all of mahogany with innumerable

(Continued on Next Page)

Two-Price System was Great Evil

George Gray, of Chatham, Addresses the Rotary Club of That City and Refers to Some of the Early Evils of the Clothing Trade—Speaks of Work of the Association in Interests of the Trade, Generally

GEORGE GRAY, 2nd vice president of the clothing section of the Ontario Retail Merchants' Association, addressed the Rotary Club of Chatham recently. In the course of his address, Mr. Gray reviewed some of the early evils of the trade and went on to point out what the association was doing and had done to get rid of some of these evils. He spoke of the efficiency of the Canadian clothing industry, and outlined some of the cases of fraudulent advertising that had been dealt with by the association. Mr. Gray said, in part:

"It is exactly 25 years to-day since I landed in Chatham to take charge of the clothing and men's store of Charles Austin, Co., at that time a very small institution with a store frontage of 30 feet and a floor space of 75,000 square feet, and to day with the march of progress of years, we have a frontage of 90 feet and a floor space of 75,000 square feet. an institution that is second to none in Western Ontario and an asset to our own fair city of Chatham.

"Now I am going to confine my remarks to the men's store for which my classification calls. In the first place I am going to tell you just a little of its early history. This men's store was started with a staff of two salesmen, a boy and myself. I was general all round man, from salesman, buyer, to window dresser, etc., and believe me those were the days of real work. To-day our men's store has a staff of 15 and every department has a head.

"There were difficulties in the clothing business 25 years ago in Chatham. First and worst of all was the two priced system. We based our business on an absolutely one-price principle and were prepared to stand or fall by it and I can say in passing for 6 or 7 years we had a real battle to convince people that this was the only fair and honest way to do business. For particularly in the clothing business the people had been educated to a two-price system, but I am pleased to say to day that this system is a thing of the past and the merchant who continues it, is looked upon with suspicion, and has not the confidence of the buying public.

"The standard of merchandising has been elevated. To-day it is a question of confidence. quality and service. We hear every day about wool at 8c. and 10c a pound. That is our own Canadian wool. This quality is used in making up the coarser materials. such as carpets, blankets, mackinaws, heavy sox, etc. The fine tweeds, worsteds, serges and flannels in yardage goods. fine grade of cashmere sox. fine underwear and anything in finer materials are made from imported wools mostly from Australia.

England, being the wool selling market of the world, buyers from all over the world go there to buy their supplies. When attending the Clothiers' Convention held in Toronto last month, I was pleased to hear Mr. Sparks, of Ottawa, who was chairman of the great Textile Exhibit, say that the clothing manufacturers of Canada were to-day 100 per cent. efficient and would stand the test of comparison with any clothing made in the world. Now, president Stratt, that is saying something big for Canada. I fully believe he is right. There was a time and not many years ago, that the clothing made in Canada, was not of a high standard. It was a question of how cheap the manufacturers could make it, but to-day, we have at least a dozen high standard clothing manufacturers in Canada with whom it is a question of how good they can turn out garments. They engage the very best expert tailors, the little details that go to make a garment perfect. The inside construction, the linings, the trimmings, etc. These are the things that make a garment stand up when put to the test.

"But gentlemen don't make any mistake there are several low grade makers in the trade to-day who will make a suit from same materials $5.00 to $8.00 cheaper than the high grade makers and the general appearance is good, but they will not stand the test of service. They lose their shape very soon, simply because they have not got the inside construction and high grade workmanship.

"We often hear men out of the ordinary size say, I can't be fitted, such as an extra stout man, extra short men and extra tall men. Well, to-day there is provision made by all high grade and progressive manufacturers who make what they call type suits for those special figures and they have it down to a science. Every proportion is figured out so they fit perfectly. You can drop into any progressive retail clothing store to-day and you'll find these specially designed garments for every type of man, and they'll surprise you how absolutely perfect they are cut, made and fitted.

"To day we have a Retail Clothiers' Association, the executive of which meets every month to discuss the questions of the trade and protect the interests of the public. Questions such as fraudulent advertising, misrepresenting goods, etc., discussed and these through the efforts of the Association now come under the Criminal Code. And one case in point I will mention. A certain retail concern not over 100 miles from here advertised they would give with every $30.00 suit a watch worth $15.00. This was so ridiculous that the association took it up, investigated it and found that the watch actually only cost $1.50. This came before the courts and the firm was fined $500. and costs for misrepresentation. I could point out several other cases but this is just a sample of what the association is accomplishing.

"In conclusion I am pleased to tell you that we are getting back to the old qualities and reliable dyes which during the war were out of question, no matter what the price. And another happy feature is the prices are from 30 to 50 per cent. cheaper.

"If I were asked the question, what is the best way to build up a business? My answer would be: First, establish a one-price system. Second, give the public quality and service. On these standards you'll win their confidence and that's an idea worth working for, and you'll be a winner."

TO FEATURE STYLE

(Continued from Previous Page)

plate glass mirrors to facilitate the trying on of various garments. The clothing occupies an entire side, while just across, an imposing row of new glass display cases are filled with furnishings. The headwear is carried in racks at the rear of the furnishings department. An improved lighting system and a fine hardwood floor are other features of the store, and at the rear, the offices are now located.

Resident Tailor Handles Custom Mades.

A first class tailor is to be found upstairs ready to take orders for custom-made clothing, and for this purpose there is also carried a wide stock of new cloths, both domestic and imported. A prompt delivery service is maintained in connection with the store, and Mr. Creary is a firm believer in newspaper publicity as a means of widening his field of acquaintance. His advertisements appear in the local press daily, each one fresh and original, so that no hint of staleness or monotony may creep in to mar the atmosphere of newness and up-to-date methods which are to be the principal policy of the new business.

H. S. Jacques who has been identified with the Fashion-Craft interests for the past nine years is now with John W. Peck & Co., Limited, of Montreal. His position is that of chief designer and in charge of manufacturing. Since the conclusion of the war, during which the company was impressed into the national service, the firm has been striving to put their production back to a pre-war basis, specializing on high-grade merchandise while taking care of the demand for moderately-priced clothes.

Fall Placing to Date is Quite Light

Many of the Shirt Travellers Have Not Yet, However, Made Extensive Trips—Manufacturers Believe That Novel Patterns Will Help Business—Distress Merchandise Still on Market—Moderate Prices Most Popular

ACCORDING to several prominent Montreal manufacturers interviewed this month by Men's Wear Review, conditions as regards the demand for fall merchandise from the retail trade are still unsettled and in comparison with the preceding years, there is little definite information available regarding the trend of demand in furnishings or clothing.

Shirt manufacturers stated that they could give no opinion as to the trend of demand until after their travelers went out early in May, as the few who have already made trial trips have not brought in any amount of business to base a fair estimate upon. In the opinion of one leading shirt manufacturer, however, there was room for outside optimism for the reason that shelves are generally bare of goods and the new ranges are so decidedly novel and attractive in design, that it should be only a matter of weeks until the demand becomes strong and steady.

But this man also pointed out that the trade is not as yet through with distress merchandise, which will probably continue to demoralize the shirt market insofar as the cheaper grades are concerned for a while longer. This will, however, be more true of the western part of Canada than of the east, where business has been excellent and orders both frequent and large in amount. Every Spring sees small shirt orders, explained this manufacturer, but this is always understood and anticipated, so that although the demand for shirts at present is discouragingly small, yet the various ranges and new models are being made up as fast as possible, in readiness for the big rush a few weeks hence.

No Certainty To Shirt Prices

The question of shirt prices is not definitely settled in the opinion of this manufacturer, who pointed out that goods bought last year to be made up now were bought at a very material reduction over prevailing market prices, especially in flanelettes and ginghams. The demand for both these grades of cotton goods has caused the price to stiffen and shirt manufacturers are paying to-day for Spring shirtings from 15 to 20 per cent. more on yardage goods. Another angle to the price question touched on in this connection was that the American market is not active at present and we are largely controlled by existing prices on the other side of the line. It is a well known fact that the shirting market price is governed by the price of grey goods in print and it should be borne in mind that an 80 square worth 10¼ in the grey has obtained as high as 14½ this season.

FIRST ARTICLE ON SHOWCARDS

The first of the series of articles on the art of showcard writing appears in this issue of Men's Wear Review. This series will run throughout the year. It begins at the very beginning, as a careful reading of the article in this issue will show. The next article, appearing in the May issue will show another good alphabet and will give some practical instruction.

Medium Grade Shirts Wanted

Another leading Montreal shirt manufacturer illustrated the same viewpoint in a slightly different manner. Pointing to three long aisles of stock boxes ranged along the floor of his shirt department, he explained the situation as regards demand from the retail trade in a rather graphic manner. "We divide our shirts into three grades," he explained, "the first row are of the cheapest quality, the second are medium and the third are the most expensive varieties priced at $27 a dozen and up. The first range are worth at to-day's market price $15 a dozen but we are offering them at $13.50 in order to compete against the distress goods which are still injuring business. I might say, however, that the amount of business done on this grade of shirts is practically nil. Distress goods of better quality can be picked up by retailers at less than our price of $13.50 and consequently we prefer to hold our goods, instead of throwing them on the market at less than cost. The second aisle, however, has to be replenished entirely once a week, which shows us that the demand for really good standard shirts at moderate prices is one of the strongest features of retail demand this Spring. This division of medium priced shirts now provides our factory with the wherewithal to keep going, for the high grade lines are slow also, and the demand is comparatively quiet on these as well as the cheap goods."

This manufacturer pointed out also the fact that travelers used to go out with early fall shirt samples as early as January in previous years, but this year delayed their going until February and even then found conditions unsatisfactory, particularly in the western provinces. He felt certain that the new fall samples now being shown, in which distinctly new fabrics combined with really new style features in design, would provide a vital stimulus to the shirt market.

Collar to Match Shirt Popular

Both of these manufacturers spoke enthusiastically about the shirt with collar to match as being the big feature of the coming season. The collar to match idea has been even further elaborated on than the trade realizes, and even the most far-fetched objection brought up by some conservative retailer who is willing to embark upon an uncertain voyage of discovery, can be refuted by most of the new ideas. For instance, the collar to match may be either soft or stiff in texture or may even be of the new semi-stiff style. It may be in regulation turn-down negligee effect with stripes running either vertically or horizontally as desired, or it may be in the new wing effect, with the front corners bent outwards in the approved manner of regular starched white collars. Most of these new shirts furthermore feature double wear cuffs as well, and it was pointed out that the demand for all white negligee shirts in heavy cotton weaves is exceptionally heavy. The prediction that horizontal striped bosoms would be fashionable in men's shirts has finally come to pass insofar as the newest fall samples from the leading Canadian manufacturers are concerned, and the new style is sure to prove an additional reason for increased interest in shirts. As regards colors Montreal manufacturers report the greatest demand on solid shades, particularly blues. Percales in neat, dark color grounds are called for by the smartest men's shops of Montreal, but the medium trade still prefers pin or narrow stripes in blue green or lavender with white. Black and white stripes have had one of the biggest runs ever recalled by the shirt trade of late, and this particular range is sold out. Shantung shirts are wanted but deliveries are said to be slow owing to the scarcity of this fabric until recently. Russian cords and English corded madras will be shown for early fall in neat stripes and broken checks in fast weaves, but there is practically no call for printed goods.

Although shirt business is ahead of 1921 in volume, it is not bringing in the same financial profit in dollars and cents, according to several shirt manufacturers, who are emphatic in urging the retail trade to buy cautiously but more frequently. A point to consider in this connection is the fact that heavy stocks of shirt novelties will not be kept on hand by the makers, and early orders are advisable and necessary.

Turn Average Stock 6 or 7 Times

Annual Report of Selfridge's, London, Shows Attention Was Concentrated on Quick Turnover and Small Gross Profit—Increase of 1,700,000 Transactions Over Previous Year—Conservative Hope For Future

CONDITIONS amongst the most aggressive retailers in England may be fairly judged, perhaps, by the annual report of the great retail house in London, Selfridge & Co. This report notes that the year 1921 was one of declining prices and a noticeable disinclination on the part of the public to buy. In spite of this fact, however, Selfridge's did not rest on their laurels and follow the lines of least resistance. A significant passage in their annual report may well be taken to heart by every Canadian retailer who realizes that aggressive methods these days are the only methods that will win through and produce a satisfactory balance sheet at the end of the financial year.

Should Have Done Better

"We think we should have done a greater turnover," says their report, "and made a larger profit. A business like this is capable of practically anything one chooses and is able to make of it. A great distributing house can, if sufficiently, wisely and progressively managed, carry trade, and consequently money-making ability, to practically any extent. Aside from understanding the business, it is largely a matter of conserving its finances, in other words, retaining as much as possible of its profits instead of paying them out in dividends—of being alive to opportunity—of looking after details—of giving the best and the most liberal service—of doing these and many other things which when all added together build this, the most complicated of all kinds and classes of business, into an undertaking of great size, of infinite interest and fair commensurate profit."

Turned Stock Between 7 and 8 Times

In spite of this self-depreciation, Selfridge's did not do so badly in the way of turning over their stocks. They aimed at quick turnover with small gross profit and it is claimed that the low gross profit per cent. is far less in per cent. than is made in France or America. "We turned our average stock last year between seven and eight times which means that the entire amount of our great stocks was, on the average, sold every thirty- five or forty full days. Of course, our average stocks stand at a much higher amount than the depreciated low figure in the balance sheet."

The increase in the number of articles sold during the year is remarkable; it shows this increase to be 1,700,000, that is, there has been that increase in the actual number of transactions recorded through their sales checks. The profit for the year is stated to be £342,665.

It is interesting to note the outlook of this great house for the future. "The period required for recovering from the war will be longer than we anticipated. It could never come quickly but must be gradual. The upward turn has not yet manifested itself—at least not conspicuously. Some manufacturing businesses are increasing their export orders and plenty of this is what the country needs. The coming six months will certainly require all of our best care and attention and for the remainder of the year we can only issue a conservative hope."

GETTING AHEAD

Here are a few rules for getting ahead:

In dealing with people always put yourself in the other fellow's place.

Remember, when you waste time it's your time you are wasting.

Watch habits and companions—they make or break many a man.

Determine to succeed. You can do anything you want to if you want to do it enough.

Plan your work, then work your plan.

Once every month ask your employer how your work can be improved.

Spend at least ten minutes alone each day thinking, "How can I do my work quicker and better?"

Fix a goal; then work toward it unceasingly.

Don't be afraid to do things you weren't hired to do. It's the men who do more than they are hired to do that win success.

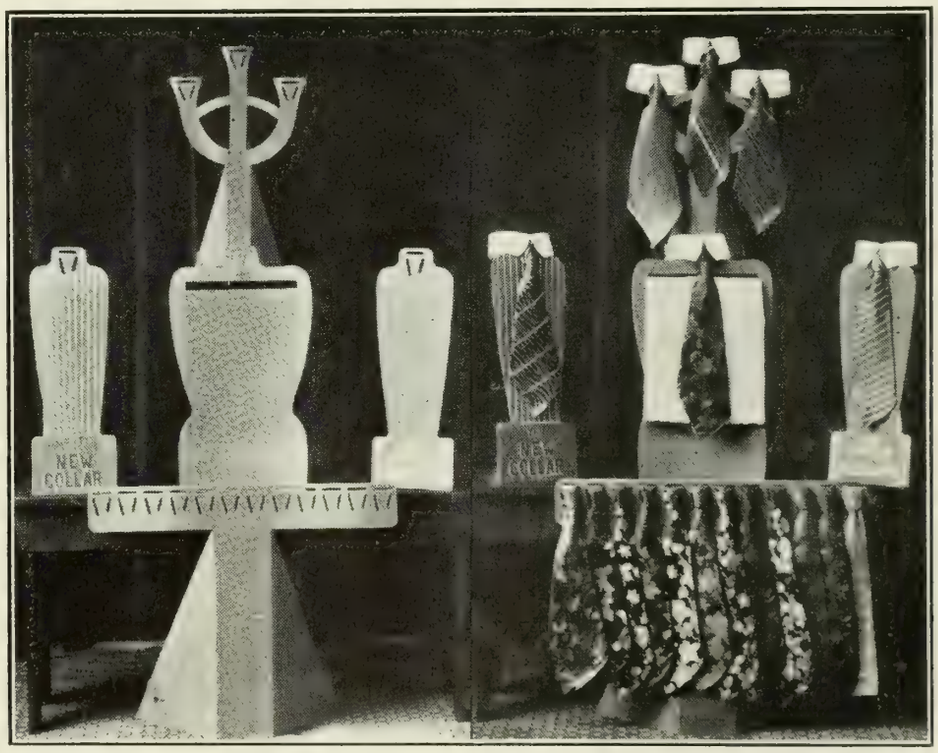
When you get good ideas put them into effect before you forget them.

Have a place for everything, and keep everything in its place.

Learn the things the man needs to know who fills the place you want to fill some day.

Don't think because a thing has "always been done" one way that that way is necessarily best. Be alert to make improvements.

Remember always, every minute you spend making yourself more valuable to your employer makes you more valuable to yourself.



Above are illustrations of a new fixture for which W. M. and C. Docker, of Kamloops, B.C., have taken out a patent. They are in the men's wear trade and their inventive genius is the result of a necessity they say they have felt to have a fixture that will promote a lively display of neckwear and, at the same time, preserve it from soil or crease.

In speaking of the new fixture to Men's Wear Review, W. M. Docker said that it was an arrangement to display collars and ties in an attractive manner and, at the same time, to do away with the soiling of the goods displayed. "Usually when making a display of collars and neckwear," he said, "if the goods are left any length of time on display the neckwear and collars are soiled on account of the tie being put around the collar and tied up in the regular way. This fixture does away with that as the three slits seen in the fixture make a non-creasable knot, yet shows up as if tied up in the regular way. The long tie rack shows an assortment of ties to the buyer all ready tied, which is a service to the purchaser and a time-saver to the clerk."

The Men's Wear Markets at a Glance

Trade Preceding Easter Week Was Dull—Unseasonable Weather and Late Easter Responsible — Prices Promise to be Stable Throughout the Year—Getting Business Because Working Harder for it—Shirt Prices Uncertain

AT THIS time of writing—the week before Easter—looking back over the last few weeks, trade has been dull. Aside from the tendency to, or the necessity for conserving resources, the consumer has allowed March to pass by without buying more than he really had to because of the weather and the lateness of the Easter season. The re-stocking of the wardrobe with Spring clothes is usually associated in men's minds with Easter and when it is delayed, their buying is delayed with it. This condition, of course, is reflected in the retailer's buying, the more so because his own stocks are in such a shape that he buys from day to day, almost, according to consumer demand. There is reason to believe, however, that by the time these words are in print, retail trade will have picked up considerably, due to the usual Easter demand, and that there will be the same quick reflection on wholesale trading.

Sane Optimism

As far as the year has gone, and what has happened during the first three months, there is still every reason in the world why business should be sanely optimistic. As we pointed out some months ago, world conditions have their effect upon business in this country. Study the trade returns issued from Ottawa from month to month with special reference to the falling off in exports; consider the statement made by Lloyd George a couple of weeks ago that fifty per cent. of their export trade had fallen off in the last year, and it is easy to understand the significance of world conditions on Canadian trade. There is a definite turn, looking to world conditions, for the better, though there is still a good deal of unsettlement. Gradually world conditions will right themselves, and business in every city and hamlet throughout this country will follow suit.

Looking ahead for the rest of the year, there is nothing now on the horizon to justify a belief that any radical changes will take place in prices. Many commodities have been sold below the cost of production. Many manufacturers are now operating only on a profit basis. Not a few commodities and raw materials have shown an upward tendency during the last few months, tendencies which have been offset, probably, by reductions in wages here and there. Transportation charges offer about the only hope for lower prices in some commodities. But, on the whole, the price situation for the rest of the year looks pretty stable.

"Business is Alright"

A wholesaler of hats and caps in speaking to Men's Wear Review, it seem to us, takes a very sensible view of things. His own travellers have been out with fall lines and, he says, they have booked fairly good orders. "They are not buying much," he said, "but they are buying. This country is alright. There are lots of retailers in the West who are unable to pay their bills, I know. But they are honest. They owe us a bill of $500 and they send along $50 and their note. They haven't the money and they can't get it from the western farmer. But it will come alright. In the meantime, we have to carry these accounts and we are glad to do it. Business is alright." And then he went on to say that they had better business for Spring of 1921 than they had in 1920, but they had to work harder to get it, of course.

Canadian hatters are busy making shipments these days, but they have not done much with their Fall merchandise. Next month will see many of their travellers on the road. There has been a good deal of price-cutting to the retailer. The price outlook for Fall, so far as the Canadian hatters are concerned, does not offer much in the way of variation. One of the largest manufacturers in the United States has issued their price list and it is substantially the same as the Spring price list. It is a fairly safe guess to say that the Canadian manufacturers' prices will also be about the same as their Spring list.

Publicity for Tie Silk

A campaign that may have its bearing on the Canadian trade is about to be launched in the United States by the tie silk men whose trade has fallen off during the last few years. Various reasons are assigned for this campaign but the fact seems to be that fault has been found with the actual quality of tie silk and with the designs that have been popularized during the last few seasons. Perhaps it would be better to say "designs that have not been popularized" for there seems to be a strong impression that the manufacturers have not shown enough designs and have tried to make some of them outlast their usefulness as business-getters for the retailers. The variety has been altogether too limited. But if this campaign is undertaken on a big scale, undoubtedly it will have a beneficial effect on the Canadian trade and will boost business to some extent.

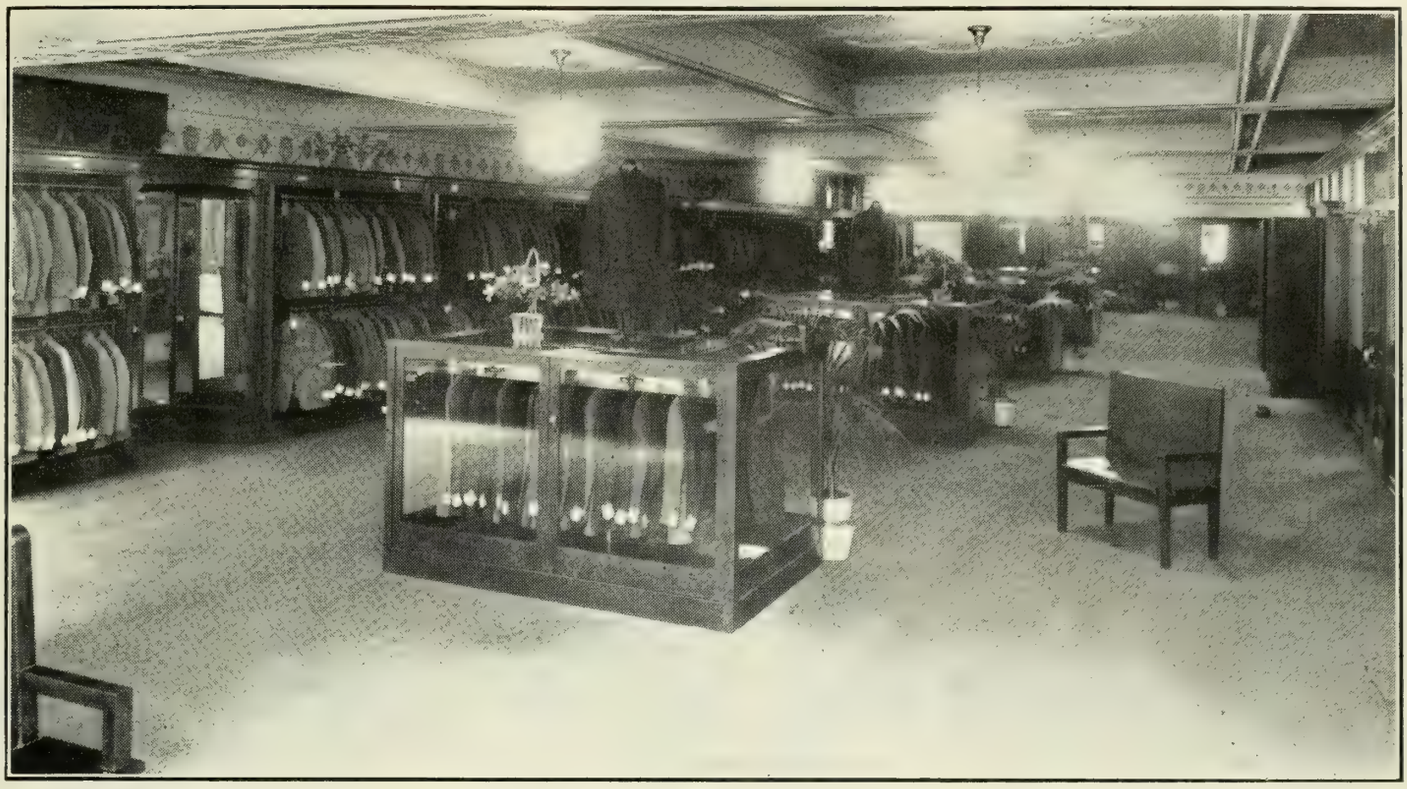
Forthcoming styles for late Summer and Fall seem to give scope for a big variety in cut silk neckwear. Sports' clothes will demand something unusual in the neckwear line. Some of the manufacturers are receiving shipments of silks from foreign countries, Italy for instance, that they have not seen for some years on account of the war. It would seem that there will be a good deal of brightening up in the neckwear lines within a few months.

Not Yet Announced

At this time of writing Fall prices on shirts have not yet been announced and are not likely to be for a few weeks. The disposition of the manufacturer is to keep prices as near the Spring prices

(Continued on Next Page)

The New Home of Ed. Mack, Limited



Ed. Mack, Limited, have moved into a new home at 86 Yonge Street, Toronto. Perhaps some one would say that he is a "victim" of high rents, but Mr. Mack would not use that word, for he is more than satisfied with his new and commodious quarters. This magnificent clothing emporium is 40 feet by 150 feet; his former floor space was 23 feet by 85 feet. His new home is an upstair floor, and the picture of it shown above will give the reader a better idea of its beauty, suitability and elaborateness than any words could. It is richly finished in tan with medallions, with white ceiling. High power Solex lighting is used. There are four floor wardrobes, and two fitting rooms at the rear of the room. Two high-powered daylight lamps are in the alcove mirrors.

There is a little set-in case at the entrance to the stairway leading to this emporium in which two or three garments can be nicely displayed as an inviting introduction to the upstairs floor. Large plate glass windows extend the whole width of the floor across the front as show windows and these present a most attractive appearance from the outside.

There are several things about this new home which please Mr. Mack particularly. One is that he is saving $7,000 a year in rent and has the use of double the floor space for selling. He believes he will need to do more advertising, and the amount he is able to save on rent will provide the necessary funds for a bigger campaign of advertising. A new policy is being inaugurated in the new home. Just three prices will be carried in suits—$25.00; $35.00; $45.00.

"We feel we can give the best values in Canada at these prices," said Mr. Mack to Men's Wear Review. "Our overhead expenses will be down so low that, with these prices we are working on, we feel we are bound to increase our business 100 per cent."

Ed. Mack Limited, opened their new store on March 31st. No selling was done on that day. Refreshments were served; people were invited to inspect the new home and the entirely new stock, and an orchestra provided music for the occasion. A wealth of flowers added to the attractiveness of the store, many of them from friends in the clothing business who thus expressed their best wishes for every success in his new place of business.

Mr. Mack is proud of his new establishment. He wants all his friends to come to see him, and, through Men's Wear Review, he extends an invitation to all out-of-town friends to drop in to see him when they come to Toronto.

MEN'S WEAR MARKETS

(Continued from previous page)

as possible. Withal, there are difficulties. What with all the sales that have gone on in the country during the last twelve months, the process of deflation seems to have gone too far and many shirts have been sold lower than it costs to produce them. It is stated that the price list for Spring contained some lines that were a dollar or two lower than they should have been. And since that time, cotton prices have advanced so that it becomes very hard to keep to this Spring list. The manufacturers seem to be guarding well their Fall list, for there is no indication yet as to what it will be.

Some of the knit goods mills making Spring and Summer underwear are very busy making up their orders. They have been among the most fortunate manufacturers in getting business for this year, due to the fact that last Summer cleaned up all retail stocks. This same condition applies to bathing suits. Hosiery lines are not moving very quickly, though manufacturers are getting much better business on women's hosiery, and, therefore, are not idle. Slight wage reductions have been offset by advanced prices on raw materials.

Describes the Making of Cloth

Origin of Cloth Dates Back to Garden of Eden—Process of Making Woollen Cloth and Worsted Cloth—Atmosphere Can Be Manufactured by Humidifying System—First Power Loom in 1785

AT THE convention of the merchant tailors held in Toronto in February, Edgar Worth of Canadian Woollens, Ltd., gave an address in which he outlined the process of manufacturing cloth. There is always a fund of information of use to the salesperson in an article describing the manufacturing process of merchandise which he sells. It is for this reason, that we publish this article.

"I suppose probably that you think this is a little out of my jurisdiction, and probably did not expect anything of this kind from me, and I suppose you want to hear something from me about cloth and the making of cloth.

"The origin of cloth and clothing, I suppose, started in the Garden of Eden. At that time, of course, there was not any particular desire for style, but nevertheless, that is where it started, and it has developed from this to the wonderful range of materials we have at the present day. First of all we are told in history that fibres of all kinds were woven together, such as grasses, etc., and finally wool was used and later cotton, silks and so on. It is the woollen cloth industry that I am interested in and which I particularly wish to speak about to-day.

The Woollen Cloth

"Now regarding woollen cloth, there are two kinds of which we know most about—these are the woollen cloths and worsted cloths. While both these are made of wool, they are, as you know, entirely different, and I think it might interest you to hear an outline of how these are made. We will take the woollen cloth first. This cloth is made generally from the shorter wools which cannot be combed. This system is done by carding and mule spinning. The system in vogue to-day is absolutely the same as hundreds of years ago except that now it is done by machinery instead of by hand. The fibres of the wool are more or less rubbed together and criss-crossed in order that they will cling to one another and make a thread, which naturally makes a rough thread, such as goes into tweeds and homespuns. Meltons are made the same way on the woollen system. What gives them the smoothness is the finish of this cloth after it leaves the loom. This cloth is treated very heavily and run in soap and over calendar rollers and presses, etc., until it eventually produces this smooth and good feeling fabric.

Worsted Cloth

"Next we will take the worsteds. These are made differently. They are made on what we call the worsted system which takes a longer wool. These are all combed out and all the fibres laid parallel to one another, and the shorter fibres are combed out. Laying these fibres parallel in this way tends to make a very smooth and even yarn. It goes through many processes until it gets down to the yarn stage. Of course, I cannot give you every process in detail but there are somewhere around 25 operations before this gets to the yarn stage, which brings us to the loom.

"Now take for instance the serge in the loom. In the ordinary 16 oz. serge there are about 7,500 ends in the warp, that is, the threads running lengthwise, and about 70 picks per inch running crosswise. This will give you an idea how fine the yarn is spun down. After the loom the cloth goes to the dyeing, where it is dyed in the piece if it has not been dyed in the raw material. From there it goes to the finishing room where it goes through several processes of washing, etc., until it is brought out to the finish that you want.

Manufacture Atmosphere

"I might mention in this instance that often you hear that English cloths are so much better than ours because of the English water and atmosphere. I would just like to mention that the atmosphere can be manufactured in the mills by a humidifying system, and also if the water is not suitable, this can also be remedied by putting in a water softening plant, by which you can have the water neutral, and you cannot get better water anywhere than this.

"Now I would like to say a little about the history of the cloth industry, which is a very interesting one. As you know up to a couple of hundred years ago, everything was done by hand. Since that time it has developed rapidly. Before the factory system was introduced, practically all the people in the northern districts of England were hand weavers in their homes. Anyone going through Yorkshire and Lancashire to-day will find many of these homes built with large attics in order to accommodate the hand loom. When mechanical machinery was talked of, it practically created a revolution in these districts, as the people were naturally afraid of being thrown out of work by the mechanical machines. They broke into factories, broke the machinery, and set fire to many buildings. Dr. Cartwright, a clergyman, was very much interested in the loom and he patented his first power loom in 1785. This loom is practically the nucleus of the loom which is in use to-day, with, of course, many improvements, but it is really surprising how much this man contributed to the cloth industry through his efforts."

Finances Are In Good Shape

Secretary-Treasurer Submits Annual Report Showing Good Surplus

That the finances of the clothing section of the Ontario Retail Merchants' Association are in fairly good condition was indicated by the report submitted and adopted at the convention by H. Brimmell, honorary secretary-treasurer of the association. In giving his report, Mr. Brimmell recalled that five meetings of the executive had been held during the year, with almost 100 per cent. attendance at each meeting. He stated that the association was on a sound foundation and was developing satisfactorily.

The new executive, he said, had carried forward from the previous year, $392.62. Fees from new members amounted to $363.13; unpaid contracts for advertising on the last convention program $150; refund, $225, making a total of $908.02.

Under the head of expenditures, $671.18 had been spent for railway expenses and other expenses incidental on meeting of executive committee, leaving a balance of $236.84.

Mr. Brimmell regretted that in spite of the work to secure larger membership, it stood at 129 last year and was 121 this year, and he pointed out that there was still a lamentable degree of apathy on the part of many retail merchants over the work of the association. So far as this convention and finances connected therewith were concerned, the treasurer stated that they had secured advertising from 41 manufacturers and that they would have a splendid balance with which to carry on the work of the present year.

Passed Through Difficult Period

In concluding his report, Mr. Brimmell remarked on the difficult period through which the trade had passed. It had been hard for the buyer and the seller alike and when it was over better times would be ahead. He believed that the retail trade had been better than the wholesale trade and that they were now buying only to supply their immediate wants. He ventured the opinion that buying would soon be resumed along the old lines because old stocks were cleaned up. The secretary referred to the fact that this was an agricultural country primarily and the farmer was the largest buyer. The difference between the price he was receiving for his produce and the price he was paying for the manufactured article would have to be adjusted before the buying power of the farmer could be brought back to normal.

This report was adopted.

Hamilton branch of Tip Top Tailors recently moved from their old stand at 54 James street north, to 87-89 James street north.

Imported Novelties Shown In Montreal

The demand for imported novelties has again begun to have an appreciable effect upon business in the smarter men's shops of Montreal, according to several retailers interviewed by Men's Wear Review this month. In anticipation of Easter, and the Spring season generally, additional effort has been expended by many stores to feature haberdashery of unusual character, such as may be found in specialty shops abroad, but difficult to secure in Canada of late years. The vogue for fancy hose especially has resulted in the importation of many interesting novelties, not the least of which are the Tartan cashmere hose of quite striking but artistic design which have been fashionable in England for some months. Such hose are shown in Illustration 3 on this page, imported by Max Beauvais of Montreal, together with a smart black and white check pattern that likewise promises to become popular as the season advances.

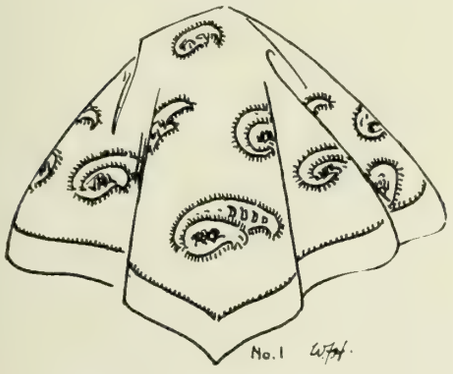
Notwithstanding the unprecedented vogue for knit ties, there is a steady demand for high grade cut silks, particularly in those color blendings and designs which are impossible to reproduce in knitted silks. The medium width, neither wide nor narrow, is, of course, the accepted one with smarter men, and these are admirably illustrated in Figure Four, which are reproduced in neutral and inconspicuous mixtures, and imported by Max Beauvais of Montreal.

For those men who fancy silk handkerchiefs of rather more conspicuous character, yet artistic and appropriate to use with Spring attire, the new Persian effect shown in Figure One, developed in cream with peacock motif of intermingled colorings will be especially interesting. This novel accessory to the masculine wardrobe was recently imported by Henry Marks of Montreal.

As early as April, Montreal retailers have begun to consider the needs of sportsmen, not the least important of whom are the golfers. Although golf clothing is now pretty much an established line with all clothiers, not all have given enough attention to supplying those furnishings which, though small, are exceedingly important in providing perfect enjoyment and comfort.

The possibilities latent in a smart range of such articles as golf hose, neckwear and gloves are yet capable of further study by Canadian retailers who will readily admit that such a pair of gloves as those illustrated in Figure Two are ideally comfortable for the golfer as well as any sportsman who must have hand protection. This particular novelty is designed with washable kid backs and peccary palms, perforated knuckles and ventilated fingers to eliminate any possibility of moisture through perspiration. The snap fastener is placed on the back of the glove instead of near the palm—a particularly good feature in golfing gloves, according to Glen Case, who imported this novelty from England.

Everywhere that correct attire for men is shown this Spring, the note of novelty is strongly emphasized, and the more alert retailers are reaping a profitable harvest in giving prominence to what is new in this season when the temptation to remain under the spell of bargain prices is still exerting a wonderful influence upon the character of men's wear stores.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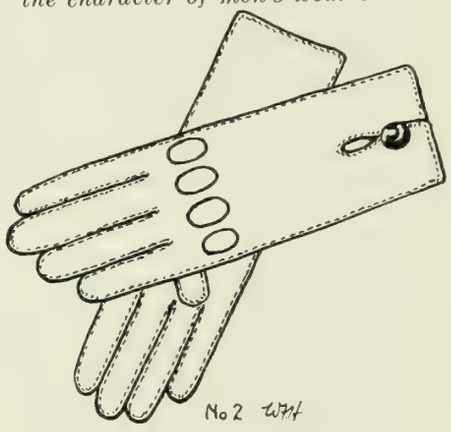
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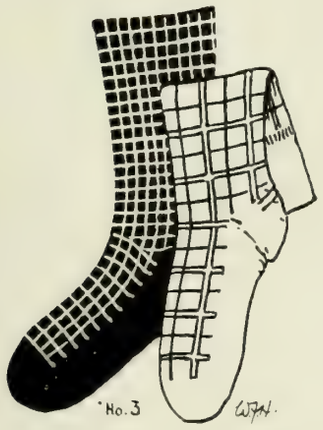
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Conditions Better Than Reported

Western Man Says Still Plenty of Money In West—People Are Conserving

That conditions in the west are not as bad as they are too frequently reported in the east is the opinion of the head of a department store who called on Men's Wear Review within the last few days. The common report, he says, is that there is no money in the west or, at least, very little. This, he says, is much more the case of those sections of the three prairie provinces where drought has wrought a good deal of loss amongst the farmers. In the other parts of the provinces, however, conditions are not so bad as they are represented by any means. There is, undoubtedly, a disposition on the part of the people in the west to conserve their resources as much as they can, owing not only to crop conditions in the west but also because of the general depression all over the world. Perhaps, he says, they are even more conserving than similiarly-fixed people in the east, but he does not doubt that they still have plenty of money and will spend it when times are better than at present.

It is the opinion of this western business man that many of the retailers in his section of the country have still to take losses on their merchandise. Business, he says, is drifting to the larger stores because they took their losses at an early period in the depression and were accordingly able to get merchandise at lower prices and meet the consumer demand for lower prices. Many of the retailers in the smaller towns and cities, he believes, have held on to their former prices as long as they could, with the result that they have lost business which went to those who merchandised on the replacement value plan.

Problems of the Merchant Tailor

Modern Conditions Have Forced Them Into Modern Construction System Which is Working Out Satisfactorily—Gives Better Wages and Hours for Tailors—To Take Up Question With Education Authorities With a View to Manual Training Instruction—Canadian Woollens

THE PROBLEMS of the merchant tailor were discussed at an afternoon session on Thursday, February 16th, at the King Edward Hotel. There was a good attendance present and a lively interest was taken in the various matters that came before the convention. B. W. Zieman, the president, was in the chair. During the afternoon, Edgar Worth, general manager of Canadian Woollens, Ltd., of Peterboro, gave an interesting address on the Canadian woollen situation, claiming that a greater support of Canadian products would soon result in all the variety and range that the retailer could desire. In this connection, the president cited a case where a dealer bought Canadian woollens and cut the stamp off and sold them as imported goods.

"I think as Canadians we need not be ashamed of the cloth being made in Canada," said Mr. Zieman, "and I think that if the jobber is not prepared to support Canadian-made goods, the manufacturer should go direct to the retailers."

Week Work vs Piece Work

Henry Taylor introduced a discussion on "week work vs piece work," claiming that modern construction work was what the merchant tailor needed and he was convinced that it was what the merchant tailor needed for high class work. Under this system the journeyman would have a sanitary workshop, regular working hours, steady work and the proper classification of his ability and skill. At the same time, individuality in workmanship would not be lost by the merchant tailor.

This view was supported by Mr. Levy of Toronto, suggesting that it was the only way to get individuality into the work. Another thing in its favor was that it was equally applicable to large or small businesses.

Tailoring Problems

Stewart Ferguson of Toronto, opened a discussion on the "tailoring problems of today," stating that they had been forced into the modern construction movement because they were unable to get apprentices. The tailor of today was like all other Canadians, he was trying to get something for his son that was easier than his own trade where they could live by their wits. He believed that the solution of the present day problem was to be found in education. He suggested that they should approach the Board of Education and ask them to take this matter up in technical education. In Philadelphia, St. Louis and other American cities this has been done and tailoring was being taught in manual training schools with success. In this way, young Canadians would be made to see that there was as good a living in this trade as in many others.

A committee was accordingly appointed to take this matter up with the education authorities.

During a short discussion on what the merchant tailor should get for his clothes, a delegate who led said it was simply a matter of overhead expenses. If the merchant tailor was to stay in business he must provide for his overhead and get a fair profit for his work; otherwise he would fail. Taking a hypothetical case, he said if woollens and trimmings cost $30 and it cost $25 to make with a 25 per cent. overhead, it was for the merchant to decide whether he got 10 per cent. profit and sell for $88 or 20 per cent. and sell for $96. In the matter of salesmanship, it was emphasized that the merchant tailor was producing a better article than the ready-to-wear clothing and that he should, therefore, get a better price for it.

Canadian Woollens

In speaking on the subject of Canadian Woollens, Edgar Worth, general manager of Canadian Woollens, Ltd., pointed out to delegates that it rested very largely with them whether or not the product of the Canadian mills would sell. The customer relied largely on the word of the merchant regarding the quality of the cloth; he did not bother himself very much whether it came from Canada or England, so long as it was satisfactory.

Prejudice Against Canadian Cloth

Continuing, Mr. Worth said, "After what you have seen exhibited at this exhibition, I feel sure that you must feel satisfied that cloth can be manufactured as well in Canada as anywhere else, if we are given the opportunity. Unfortunately, there is a prejudice in Canada in favor of cloth from Great Britain. I think this prejudice is more marked in cloth than probably any other product that we use, which, of course, is a great credit to the British manufacturer, and there is no doubt that they are very clever manufacturers. I fully believe that if Canadian manufacturers are given the opportunity they can manufacture just as satisfactory cloths here as can be manufactured in any other country. You might say that you cannot get the range of styles in this country that you can when buying abroad. The answer to this is that if the woollen mills in Canada were given the proper support, you would get all these styles, because the mills that are here now would enlarge, and naturally other mills would start. That is the only reason today why we do not make big ranges, because after all, most of the better class of cloths have come in from England, and it is not a matter of price either, because the Canadian cloths are very seldom dearer, quality for quality, than the cloth coming from England. It happens, more often than not, that cloths are made cheaper in Canada. Of course, we are helped to some extent in this way by the tariff, but the tariff is a very small factor, if we can overcome the prejudice in favor of imported cloths, which is the biggest protection in favor of the British or foreign manufacturer. If we can only get that word "imported" eliminated from our vocabulary when selling goods, it would be the biggest blessing you could give to this country.

"In closing, I would again ask you to give us your co-operation in trying to establish this industry in Canada. There are a great many manufacturers and employees anxious to see the Canadian cloths given their rightful place. For the fiscal year ending March 31st, 1921, according to the Tariff Dept., there was practically $62,000,000 worth of manufactured woollen goods brought into Canada. A great percentage of this was cloth. Of course, there will always have to be some cloths that have to be imported, but let us cut it down to a minimum. In the United States they cut this out by means of a very high tariff. You might say that this makes the people pay more for their cloth. This is not so; internal competition takes care of that, and today cloths can be bought in the United States, even with the high tariff, which they enjoy, practically as cheap as the Canadian or English cloth."

The following officers were elected for the year:—

President, B. W. Zieman, Preston; vice-president, F. A. Palen, Ottawa; second vice-president, William Levy; third vice-president, Col. F. W. Trumper, Guelph; treasurer, Stewart Ferguson, Toronto; secretary, W. C. Miller, Toronto; representative on Dominion advisory committee, Henry A. Taylor, Toronto.

Essay Contests Create Wide Interest in Your Store Subject Chosen Should Deal With Retail Problems

An Essay Contest is Economical Method of Directing Attention to Your Store, Its Problems and Services—What People Expect From You as a Retailer—The History of Retailing Goes Back a Great Many Years—Lives of Retailers Inspirational

ESSAY contests are growing in favor amongst retail merchants. One of the first steps in successful merchandising—if not the first—is to create an interest in your store. If through advertising methods, window displays, or contests of various methods you can create merely an interest in your store—without regard to a class of merchandise you sell—you have taken an important step toward a bigger profit sheet at the end of the year. At the present time, there are two things about the essay contest which commend it to the average retailer. It creates a wide interest, providing a suitable subject is chosen. Second, it can be run with little expense. It would be difficult to find a method better suited to getting a retail establishment talked about than this method of essay writing by children, or young men and women attending high schools or colleges.

Selection of a Subject

It seems to us that the selection of a subject for an essay contest is one of the most important things about the whole enterprize. A number of Canadian retailers have conducted essay contests but, so far as we can judge, they have been along lines that do not contribute either to the improvement of the service of the retail store or a better understanding on the part of the public of the problems of retail merchandising. The essay contest that will prove of the greatest benefit to the store and to the community at large will be a contes which throws light upon retail problems, whether it be from the standpoint of the retailer himself or the consumer who enters his store.

For instance, many retailers this year are specializing on various store services that make the buying hours of the consumer more pleasant or that directly contribute to his ease and convenience in buying. Does this not suggest a probable subject for a contest? What does the consumer expect from the retailer? Would not that make a good subject for a contest? To answer it would require a good deal of soliciting of information on the part of contestants of men and women who were patrons of your store. It would mean that dozens of contestants would go to dozens of men and women, asking them what they expected in the way of service that gave satisfaction and convenience when shopping at Mr. A's store. It would create a great interest in your store. And when the essays were read by you, you would have a very good idea of what the entire community wanted and expected of you as a retail merchant.

History of Retailing

There are, undoubtedly, many people who believe that retailing is merely renting a store, buying a few lines of merchandise, doing a little advertising, putting your name on a board which you hang out in front of your store, and then waiting for people to come in to buy. There are some merchants whose aggressiveness in merchandising begins and ends about there. But that is being a clerk, not the proprietor or salesman in an aggressive organization. What is retailing? When did it commence? How far back into history does the custom of trading go? And what was the medium of exchange when trading first began? What developments have taken place in retailing, what, indeed, is the whole evolution of retailing? And what are some of the essentials of successful retailing today? These are questions little understood by the general public. To answer them is to go deep into history and to unfold some of the most romantic pages of history.

Do not these questions suggest the subject of an excellent essay contest in which the whole history of retailing could be gone into by the contestants. It would be most educative to those who participated and most informative to those who read the essays when you printed them.

Merchant Princes

Some one has said that the history of any country is only the biographies of its great men. That is, undoubtedly the case, for around the lives of these men gather all the important events which are woven into the history of any country. It is only now, perhaps, that more than a passing interest is being taken in retail problems and men who have made a pronounced success in the retail field are looked up to as merchant princes. The names of Wanamaker, Marshall Field, Timothy Eaton, Selfridge—and many others—are names known to every household in the world. Does not the retail field, therefore, offer golden opportunities for an honorable and eminent career? Is there not in the lives of great merchant princes cause for inspiration and encouragement? Have they not made a definite contribution to the history of their country in bringing to the doors of many consumers a real service? And are there not thousands of merchants all over the country who are doing the same thing every day of their lives? Does not the retail field offer an inviting field for the services of young men and women of to-day? Can they not serve their fellow-men in this way as the doctor, the lawyer, the professional man serves his fellow-men?

Is there not in this consideration a good subject for an essay contest? If contestants were to place themselves in the shoes of the average retailer—as they would have to do to participate successfully in such a contest—they would get a new light on the life of the retailer, they would see something of his desire to serve his fellow-men as the professional man seeks to serve his fellow-men when he equips himself for his life's work. They would get to understand some of the intricacies of the retailing merchandise that comes from the four corners of the earth and which, by the enterprise of one man, is placed on the counters in every town, city and hamlet throughout the length and breadth of this country. Napoleon said in scorn that England was a nation of traders; the world is finding out to-day that to be a trader requires not only the trained intelligence of the professional man, but carries with it that same desire to serve as is usually associated with other walks of life.

Perhaps, one of these three subjects will be particularly suitable to your community. It might pay you to try this kind of a contest.

SAYS CONDITIONS IMPROVE

Capt. Gilbert Nobbs, formerly manager of Holbrooks, Ltd., of Vancouver, and now foreign and colonial director of the company, recently arrived in Vancouver from Australia.

"Business conditions in Australia," he said, "are showing some improvement. The country is recovering rapidly from the slump. While there is no appreciable difference in prices, which went to rock-bottom about eighteen months ago, and short buying is prevalent, the panic has been short-lived and the pendulum is swinging in the opposite direction.

"Wool, of course, is the all-absorbing topic. It is like the lumber industry in British Columbia. I believe the wool manufacturers are obtaining better prices. The industry shows signs of stability and Australia soon should get back into her stride."

Incompetence Leads as Cause of Business Failures; Personal Attention Still Big Factor of Success

Report Shows That There Were 2,395 Failures in Canada During 1921—Lack of Capital no Longer Principal Cause of Business Troubles on This Continent—Liabilities in Canada Show Increase of 130 Per Cent. Over 1920—Causes Due to Fraud Show Decrease

IN A MOST useful and illuminative little booklet called "A record—not a prospectus," Bradstreet's deal with the failures in Canada and the United States during the year 1921. Not the least interesting feature of this record is, not the actual number of failures recorded with their liabilities and assets, but the causes of these failures that strew the shores of business activity from one year to another. While the actual words are not used, one is given the strong impression from this record that the old-time industry, frugality, and self-denial of the individual in business is a most important factor to be reckoned with in the conduct of business. Lack of capital is not the only thing, it is not even the first cause of failures in business; incompetence with its many ramifications is the principal cause. And incompetence is the great human element that writes "failure" across so many business ventures.

Why Men Fail

Bradstreet's claim that they established statistically the fact many years ago that business success or failure was largely personal—in other words that the individual himself was chiefly responsible for failure to succeed. In 1918, the proportion of failure credited to causes which are classed as originating within the individual himself arose to its highest point, 86 per cent., while outside influences were credited with causing 14 per cent. The 1919 returns were almost identical with this, 85.9 per cent. being credited to the individual and 14.1 per cent. to all other causes. In 1920 the proportion due to personal causes fell to 83.1 per cent. but even this was higher than in any year prior to 1917. In 1921, however, the failing trader, comparatively speaking, became a child of circumstances, many of them beyond his control. Thus only 74.8 per cent. of the 1921 failures were due to causes inherent in the individual, while 25.2 per cent. were beyond his control. The groupings of the causes of failures proceeding from or inherent in the individual as compared with those outside his control are listed under two headings as follows:—

A. Due To Faults Of Those Failing.
- Incompetence (irrespective of other causes).
- Inexperience (without other incompetence).
- Lack of capital.
- Unwise credits.
- Speculation (outside regular business.)
- Neglect of business (due to doubtful habits).
- Personal extravagance.
- Fraudulent disposition of property.

B. Not Due To Faults Of Those Failing.
- Specific conditions (disaster, floods, war, etc.).
- Failure of others (of apparently solvent debtors).
- Competition.

What Causes Failure

It is pointed out that investigation has shown a steady diminution in the importance assigned lack of capital as a cause of failure. In the years from 1890 to 1911 inclusive, this cause stood first as a producer of business failure, from 39 to 30 per cent. of all failures being thus variously credited. In 1912, however, incompetence assumed first place and except in 1913 and 1914 it has since held first position. In 1919, incompetence with 38.2 per cent. of all failures credited to it as against 30.3 per cent. credited to lack of capital, closely approximated the latter's highest record percentage of 39.2 reached in 1891. In 1921 incompetence accounted for 32 per cent. of all failures and lack of capital furnished 29.3 per cent. as against 32.5 per cent. and 32.3 per cent. respectively in 1920. The decline shown in lack of capital as cause for failure should give food for thought to those who glibly talk of banks refusing aid to solvent debtors in the past year of strain. Incompetence and lack of capital combined in 1921 accounted for 61.3 per cent. or over three-fifths of all failures. Inexperience is credited with 5.7 per cent. of 1921 failures; fraud 4.7 per cent.; and specific conditions such as war, floods, disasters, etc., to 23.2 per cent.

Canadian Failures Number 2,395

Canadian failures in 1921, like those in the United States, expanded greatly, numbering 2,395, the highest recorded since 1915, an increase of 144 per cent. over 1920 and nearly four times the total of the record low year 1919, when only 626 were recorded. Liabilities were $51,064,079, 130 per cent. over 1920 and five times those of 1919. Personal causes are credited with bringing about 72.6 per cent. of the failures in that country in 1921, as aginst 79.3 per cent. in 1920 and 77.3 per cent. in 1919. Lack of capital, with 34 per cent. against 34.1 per cent. in 1920 and 35.8 per cent. in 1919, was, as always in past years, the leading cause. The second moving cause was, however, the non-personal specific conditions, which claimed 25.6 per cent. of the failures in 1921, against 18.6 per cent in 1920 and 35.8 per cent. in 1919. Incompetence with 23.2 per cent. of all failures in 1921 compared with 20.8 in 1920 and 20.1 in 1919. Fraud, the fourth cause, accounted for 6.9 per cent. in 1921, as against 9.9 in 1920 and 8.9 in 1919. Lack of capital is credited as being the controlling cause also in the production of liabilities in Canada, 45.3 per cent. being attributed to this, as against 52.8 per cent. in 1920 and 45.5 per cent. in 1919. Specific conditions created 25 per cent. of the liabilities, as against 22.3 per cent. in 1920 and only 11.5 per cent. in 1919. Fraud claimed only 5.2 per cent. of the liabilities, against 6.3 per cent. in 1920 and 21.3 per cent. in 1919. Incompetence with 23.2 per cent. of the failures accounted for only 14.8 per cent. of the liabilities.

"HATCHWAY"

Above is a new light fabric summer garment that is just making its appearance to the trade. The feature of this underwear is that it is a "no button" garment. As can be seen, it is removed by slipping the upper part of the garment over the shoulders as one does with a pair of suspenders. The sole distributors of this garment are the Woods Underwear Co., Ltd., of Toronto.

Confidence Week Gives 1,200 Jobs

Calgary Business Men Get Together to Develop Greater Confidence in Business—Secure Co-operation of Many Local Organizations, Headed by Retail Merchants—Bradstreet's Report Much Better Business During the Week

WHAT HAS proved to be an innovation of a very welcome nature in Calgary this Spring was a special campaign week put on early in March, by name—Confidence Week. In the western cities, there is always a period at the tail-end of the winter when everyone interested in agriculture is waiting to get "on the land," which reacts on trade, and city conditions generally. This year with the unemployment question at an acute stage, money seemed slow in circulation, and it was a happy thought when Confidence Week was put in motion.

The idea originated with the working committee of the Local Council of Women; they laid their plan concisely before a number of the city organizations such as the Retail Merchants' Association, the Board of Trade, the city council, the Exhibition Association, etc., etc. The idea was a regular "drive" to centre on the week beginning March 6, with the object of getting work started in as many directions as possible, buying done wherever it could be accomplished, in other words money put into circulation so that confidence might be established in the business world.

Women Lead

The women sent able speakers before the organizations mentioned, and they also asked permission to send a representative to the noon-day luncheons of the Kiwanis, Rotary, Gyro Clubs, the Elks, the Canadian Clubs, etc. The Local Council of Women itself, with its affiliated societies represents some 3,000 women, and these, of course, were in hearty co-operation with the plan. The press was enlisted, and every day Confidence Week was put before the public in telling terms, and each and every reader was urged to do his or her part. The result was, after some good hard work on the part of the women, the men began to waken up and see that this thing was going to "go big" if they would but put a shoulder to the wheel.

The retail merchants were the first to endorse the movement as a body. Special sales were planned, special help engaged in every case where it was possible, windows were dressed in many unique ways to demonstrate Confidence Week. In their resolution endorsing the movement the merchants stated that they were in hearty co-operation with the idea, and that the increased activity and extra money put into circulation as planned, could not help but re-act beneficially all round.

Started Civic Work

The city council also endorsed the movement unanimously, and just to show that they were backing up their resolution with action, they empowered the commissioners to begin street work to the tune of $4,000 per week beginning March 6. The Exhibition Association decided to begin work immediately on some of the large barns which were to be constructed later, thus giving early employment to a number of men. The provincial government were also petitioned, and decided to put an increased force on the technical school, under construction in Calgary, so that activities were enlisted even by forces outside the city.

The Gyro, Kiwanis, and Rotary Clubs, the Elks, in fact all the fraternal societies took a splendid interest in the movement once interest was aroused, and private property of all kind was given a looking-over which resulted in many repairs and renovations. It was a poor club-man in Calgary on the week of March 6 who did not have his cellar cleaned, his garage overhauled, his car re-painted if possible, his verandahs fixed up, etc. As for the housewives, there was painting, kalsomining, cleaning, brightening up of all kinds to be done, and in all cases where it could be planned—as the committee particularly asked—purchases for Spring sewing and upholstery were made.

1,200 Extra Jobs

The result? No less than 1 200 extra "jobs" for the unemployed as nearly as could be tabulated were given out by the committee during Confidence Week. One can realize how faithful to their project these women were when upon reading the daily papers, there were to be seen a dozen or more numbers in large print every day where the unemployed might ask for work, and the householders might obtain help. It meant someone constantly on the job at those phones for the week—but the time and energy were cheerfully given, and who does not love the cheeful giver?

Some Results

Besides the work that could be tabulated, there were many results even more far-reaching which could not be calculated in black and white. Many of the workless obtained employment for a much longer period than the week; many of the families that had had a hard time financing over the winter awakened the interest of the householders and club men simply by their getting into touch with them. Confidence Week, as one grateful recipient of work stated, was likely in some cases at least to stretch into Confidence Month or even Confidence Year.

As for the merchants, they were delighted with the result of the campaign. When even Bradstreet's report on the business outlook in Calgary commented on the increased activity of the week of March 6, surely there was something more than sentimental or visionary about the success of the movement. Houses selling wall-paper, upholstery, the white and wash goods departments of the stores, the utility departments of all kinds reported in many cases the busiest week they had had since last year, these statements being given to the press. P. J. Parker of Parker's, Limited, one of Calgary's largest departmental stores gave out a statement to the "Calgary Herald" expressing his appreciation of Confidence Week and his opinion that it had done a very great deal to open up early Spring buying and to put money into circulation and thus to establish confidence in the city.

Another off-shoot of the campaign was a most interesting series of talks given by the Retail Merchants' Association showing the public that prices really had come down to normal, and that the public was well advised to do its buying in the early Spring as nothing would be gained by waiting. These talks were given at a series of luncheons which were open to the public and as they were fully reported in the press, everyone had a chance to assimilate the information. The retail merchants certainly took a lively hold of the Confidence Week campaign, and the planning of these talks showed that they realized the benefit of putting an educational campaign before the public, and that this was a good opportunity to get their ear.

Public institutions too reaped the benefit of the movement, for instance, the whole upper floor of the Y. M. C. A. was redecorated and renovated during the week, the women's auxiliary to the "Y" bearing the expense. The auxiliary to the G. W. V. A., the social service council, in fact most of the public-spirited organizations in the city did their very best to see that their buildings were put in shape and that their committees offered as whole-hearted co-operation as was in their power.

Spring Showings

With the Spring showings of millinery, haberdashery, gowns, suits, and enticing piece-goods coming along right after this, the business section of Calgary has presented a lively front during March. The week chosen by the majority of the stores for their openings

(Continued on Next Page)

Hailing the Arrival of Spring

The Ad. Man Greets the Warm Spring Days With Copy That Compels Attention to Man's Wardrobe—Featuring Quality, But Not Forgetful of the Price Appeal—More is Being Said About Style Clothes and Furnishings

MONTREAL ad. men rejoiced this month as April came in with radiant sunshine and just the right amount of warmth to awaken thoughts of new clothing. All the eloquence at the command of the writer of clothing advertisements is of no avail when weather conditions are adverse and prospective purchasers are wading through puddles and slush, muffled to the throat against a penetrating drizzle. But when the weather man relents and forwards a sample of early Summer weather right in April, the appeal to "dress up" is listened to by one and all, and suddenly, the advertisements of Spring clothing and furnishings become of supreme interest. This year the need for a change of character in men's wear copy has been duly considered by retailers, who have felt that something more than the usual large and showy publicity was needed.

Many have vacillated between a fear to announce their new Spring goods in too grandiose a style, lest the purchaser become fearful and timid, and seek his new wardrobe in a more modest establishment where prices may be lower. Conditions of the past year have naturally tended to emphasize less expensive merchandise and low prices have not brought the satisfaction to as many purchasers as was anticipated. The present Spring season presents a valuable opportunity to the retailer to place emphasis upon the quality of his clothing.

This principle is admirably handled in the Spring advertisement of the Case Men's Shop of Montreal which ran as follows:

"PRICE! PRICE! PRICE!

"As though nothing else mattered.

"If you take a suit home that makes you look like one of Horatio Alger's heroes—broad and square; or if the coat hugs you like a woman's bodice, or the trousers rival your looking glass in three months—your wife or your friends will not listen to your argument: Yes, but I got it cheap. For there is nothing quite as dear as a cheap suit. You begin to dislike it after the first week; in a month you hate it; after two months it hangs mournfully in the closet or loosely on your furnace man. A burlesque on quality.

"We hold no brief for high prices—but for high quality at fair prices. A low price may be a great satisfaction in the beginning, but lasting satisfaction is priceless in the end."

This advertisement ends with a few words on the all important topic of suits and topcoats, due emphasis being laid upon the individuality of both types of garments as featured in the Case shop. The prices quoted for suits are moderate ranging from $35 to $45 for suits and $24 to $59 for topcoats.

Pictorial Style Supplies Style Tips

The call to arms with regard to the entire Spring wardrobe is equally well heard in the Spring advertisement of Max Beauvais. Here a series of striking and effective pictures convey more emphatically than any amount of fine writing could do, what is new and smart in men's wear. As befits their greater importance, mention is first made of suits and overcoats, but six small square cuts beneath supply minute and tabloid style tips of really definite assistance to the man who wants to know "what is what'" in haberdashery. Being informative, this advertising serves the public, which is said to prefer the pictorial style bulletin more than most kinds of publicity, especially when the latter is authentic. Each of the six lines illustrated is described in a dozen words and an average price is quoted with each, such as $1 for the neckwear, $3.45 for the pyjamas or $4 for the hats.

Emphasizing Shirt Service

Concentrating entirely upon the style element, the advertisement of Goodwin's Men's Wear shop gives emphasis to shirts at the opening of the Spring campaign. In the readable little column entitled "Good Morning Sir!" which invariably contains something essentially sales-compelling in character, the writer says, "As we go to press (as the saying is) we are telephoned word that some new shirts are in with wing collars to match. With the growing predilection among stylish dressers for the wing collar, that sounds mighty interesting. When we have seen them we shall have more to say about them. Meantime, let us assure you that our Shirt Shop is equipped to supply you with your taste in smart shirting service." This kind of daily style tip also is proving distinctly popular with readers as enquiries at the department indicate.

"Give a Thought to Style"

The firm of J. H. Blumenthal Sons, of Montreal are making the word "style" almost a slogan this Spring and admonish their customers to "Give a thought to style" in both their publicity and window displays. All the same, the idea of smartness is closely associated with economy in the minds of prospective customers, due to the care with which both thoughts are linked up in the copy. English ties and collars as well as Spring coats and gabardines are effectively advertised with a few words but sufficient to present the facts in a nutshell. For example: "Off with the old—On with the new. Hand-frame English Knits—just received from London — pure silk in new colorings, shapes and colors, $2 to $3.50."

Original Note is Sounded Throughout

Generally speaking, there is an entire absence of what is sometimes known as "canned" ads in the Spring announcements of Montreal clothing firms. The central thought uppermost in all those noticed this month has been the emphasis of individuality in each case, with a due regard to the popular feeling in the way of prices. In this connection the advice of a well known American advertising specialist is worth quoting. "Copy must tell your story more definitely and specifically," he said recently. "You must merchandise closer to your current stock and the immediate demand."

CONFIDENCE WEEK

(Continued from Previous Page)

was a bright sunny one, and the fashion displays were thronged with sightseers. The Hudson's Bay Company presented a beautiful showing of living models wearing the very latest in Spring attire, at the Capitol theatre. A "gangway" built out from the stage enabled the models to show their attire to advantage, the colored lights bringing out the brilliant Spring hues admirably; the ensemble at the end of the show to the accompaniment of the Spring Song by the orchestra was heartily applauded, the suits, afternoon gowns, Spring wraps with their chic turbans and hats to match making a promenade well worth watching, while the golf girls in their smart knickers and well-fitting coats made a telling background.

The same afternoon as the Hudson's Bay show, Parker's Limited, announced their Spring showing in their shop. The entire third floor was given over to the display, an orchestra adding to the festive air of the occasion, and tea served on the balcony by one of the church societies forming a pleasant diversion. The smaller establishments had openings of just as pleasing a nature, too, the specialty shops, such as Miss Attridge, the Bon-Ton, The Elite, the Calgary Millinery, etc., all furnishing their patrons with a display well worth seeing. Spring has arrived in fact in Calgary, and the weather man, too, is doing his best to demonstrate this, word coming in from an up-to-date farmer the last week in March that he had 100 acres in seed.

Bases Appeal on Quality of Goods

Getting a Little More Profit on Imported Lines Not Good for Canadian Industry—Textiles Lead in Imported Lines—Anti-dumping Clause a Dead Letter—Canadian Purchases Per Capita Far Ahead of Purchases by People of the U. S.

THAT THE purchase of Made-in-Canada goods would mean to Canadian industry, Canadian workmen and Canadian homes and prosperity, was outlined in an able speech at the closing banquet by R. P. Sparks of Ottawa. Mr. Sparks did not make a sentimental appeal for Made-in-Canada goods, simply because they were made in Canada. Quality was the only legitimate test and the only appeal justifiable on the part of the Canadian manufacturer. Canadian clothing, he said, was 100 per cent. efficient. He touched on the matter of importing shirts and showed what it owuld mean to Canada if purchase of these were done in Canada instead of importing them.

The Matter of Shirts

Mr. Sparks, in quoting from statistics, stated that the average importation of shirts into Canada during the last ten years was 80,000 yearly. What was the reason of this? It was not the quality or the value, he felt sure. One reason was that a little more profit could be made on the American shirt. Canadian shirts could be bought for $13.50 and sold for $1.50 each; while a line from the United States could be bought for $12.50 and sold for the same price retail. There was more profit but was it profitable for Canadian industry?

Mr. Sparks admitted that a large quantity of goods came in here from the United States at a lower cost, but the Canadian business was an extra business for American concerns. The anti-dumping clause, he said, was a dead letter. He had discussed the matter with a member of the Dominion government who had admitted that the machinery was inadequate. The government had asked the manufacturers to supply information, but they had replied that they were manufacturers not private detectives.

Suppose 85 per cent. of the goods consumed were Made-in-Canada goods what of the other 15 per cent.? What would this mean in the way of more employment for Canadian men and women? What would it mean to Canadian business if the 40,000 or 50,000 dozen imported shirts were made here? It would mean happiness to thousands of homes where girls were out looking for jobs and could not get them. And if this were applied to nearly $70,000,000 worth of manufactured articles brought in that could be made here, what would it mean to better conditions here?

Competition is Keen

"One of the motives which inspired this exhibition was that in looking over statistics of our imports into Canada of manufactured goods we find that the item of textiles is the largest item on the list," said Mr. Sparks. "We are convinced that this is not necessary. We felt that possibly an exhibition of this character would be a demonstration of the fact that Canada was producing textiles and clothing in quality and value equal to anything in the world. The campaign which has been carried on for some time with the object of stimulating the demand for 'Made-in-Canada' products has, in part, based its appeal to the Canadian people on their spirit of patriotism. That appeal has every justification, but it is necessary that there should be something more than the patriotic appeal. Canadian manufacturers must be prepared to justify that appeal by production of goods which, on their own merits, deserve the patronage of the Canadian people.

"At the outset I want to state that the clothing industry in Canada is one hundred per cent. efficient. Whether it be judged from the standpoint of mechanical efficiency or of technical skill, whether from a standpoint of design or workmanship or all-round quality, the product of Canadian manufacturers will compare with anything produced in the world.

Tariff Negligible?

"The garment industry is highly competitive. As a matter of fact, the sole factor in determining selling prices is the cost of production, and these prices are regulated by the keenest possible competition. The clothing industry is one which is entirely free of even the suspicion of combines or price agreements of any kind, nor are prices affected in the slightest degree by tariff protection. I make the statement advisedly, and with the knowledge of the fact that if the tariff were raised tomorrow to 100 per cent. it would not affect a single Canadian price list of clothing. Competition is the only determining factor.

"It may be asked, why the dumping clause in the Customs Tariff does not prevent importations of goods sold at unfair prices. Let me say that the dumping clause, so far as the clothing industry is concerned, is practically a dead letter and is being ignored every day, and I see no remedy for this condition. Some time ago I discussed this matter with a member of the Dominion Cabinet. He admitted that the department had not sufficient machinery to cope with this situation.

A Misguided Attempt

"While pointing out that we should insofar as possible limit our purchases from the United States, this suggestion is not inspired by any spirit of ill-will. So far as I am concerned I believe nothing should be said or done which would tend to interfere with the friendly relations which exist betwen ourselves and our great neighbor to the south. Nor should we capitalize the fact that the recent legislation of the American Congress has seriously affected prosperity for this country. That legislation, I am sure, was not inspired by any feeling of ill-will, but was an attempt, and I feel bound to say a mistaken attempt, to safeguard the interests of the farmers of the United States. I happened to be present at a large gathering of business men in the United States just about the time that legislation was enacted and I was much impressed by the friendly spirit there exhibited toward Canadians. Indeed, never in the history of these two countries have they been so friendly as during the past few years, this friendship being a result of their co-operation in the common struggle for the maintenance of those institutions which are so dear to both. Therefore, in appealing to you to limit your purchases from the United States I do so only on the ground of economic necessity. Canada's interests must be our first consideration. The law of self-preservation is the first law of nature and our appeal is based upon that fundamental law."

John S. McKinnon, past president of the Canadian Manufacturers' Association, in speaking about the subject of taxation said that all some people were doing today was working to pay taxes. "I believe these heavy taxes," he said, "are producing overheads of an exorbitant nature and bringing about the serious situation in which the business of the country finds itself today. Capital is drawn out of productive enterprises and placed, in many instances, in tax-free securities; and can you blame a man who has the money if, instead of putting it into industry and business concerns, he puts his money into tax-free securities? I believe one difficulty we are facing today is this intensive and, I might say, almost ferocious taxation."

Touching on the Made-in-Canada aspect of the Exhibition, Mr. McKinnon

(Continued on next page)

How to Make Difficult Sales Easy

Wally Hern of Stratford Makes Useful Suggestions in Convention Paper—Points Out Changed Attitude of Customer—Methods of Approaching Customer—Knowledge of Merchandise a Potent Factor in Successful Salesmanship

THE GREAT fundamental principles of salesmanship are adaptable to the disposal of every kind of merchandise. The seller of men's furnishings, for example, does not use methods different from those he would employ in attempting to dispose of clothing or groceries. The action is the same.

In some cases a different sale may be considered a duel between two contestants, the seller and the buyer. Courtesy is one of the greatest factors in becoming a successful salesman. A salesman should be a gentleman. If he is not he can neither create nor hold trade, unless his other characteristics are so pronounced that he will be respected for his ability. Even then, however, courtesy acts as a lubricant and prevents friction.

Another factor is making difficult sales easy is the mental attitude of the buyer and the seller.

More Exacting Trade

Trade to-day is more exacting than it was a year or so ago. Customers to-day reserve the right to look around. They demand value, courtesy and service, they shop but they buy where they find all three. The wise salesman considers this point. He knows that only by considering it can he make sales. He knows he is confronted by an actual condition. If he wants to truly visualize this condition, all he has to do is to consider his own mental attitude when he goes out to buy, the treatment he demands, the value he expects. If he remembers that the buyer who faces him is in just about the same frame of mind that he is in when he goes out as a buyer, and faces a salesman, his ideas and the buyer's will mesh.

When Customer is Convinced

The salesman convinces the customer when he makes him see the situation as he sees it. If you can express your thought so that your customer will see as you see, not by urging them, but by giving them the reasons in such a way that they will be convinced, then you have overcome one of the hardest parts of the sale. If a customer asks for a certain article which is not in stock, the salesman should offer him something equally good or better, at the same time acknowledging that he is out of the particular article for which he has called. Nine customers out of ten will purchase something else, if their attention is called to it in a courteous way, and if they are impressed with the salesman's real or apparent interest in them.

Knowledge is Power

A thorough knowledge of one's stock will very often assist materially in making a sale easy. What he knows will help him to explain goods more clearly and forcefully, to advise customers correctly in helping them to choose, and to overcome objections that may be expressed by word or action. Being a helpful adviser one must be well posted as to styles, qualities, color schemes and so forth, also a thorough understanding of one's goods, will enable the salesman to better judge their suitability to the uses of the customer.

By cultivating observations one soon classifies his customers almost intuitively. Further, the apparel of the customer may, and does, give a very definite idea as to style and collor preference. Sizing up the customer correctly will mean that the salesman will show first what will please best.

It is frequently said we need most to be reminded of the things which should be the most obvious. If that be so, it is well to remark that a difficult customer who is pleased with his purchase, is the best advertisement for any store.

Human nature is very much the same the world over. However, people as a rule are different in some respects, and the same methods would not always be applicable. For instance, when a stranger comes into my store I always try to approach him myself, find out what he wants, make myself acquainted and if possible find out his occupation. By making him feel that you are interested in his welfare and anxious to please him, you will be able to satisfy his wants all the more easily.

One of the most important functions of the salesman is to build up and retain goodwill. All during a sale he has ample opportunity to accomplish this purpose by attentive, courteous service, which goes a step beyond politeness and does the unexpected and seemingly unnecessary for the customer.

Approaching Customer

There are two ways of approach to every customer, the intellect and the emotions. There are two ways of influencing a person, by reasoning and by suggestion. What people think of an article is what sells it. It would be impossible to state the many ways by which the salesman might appeal to his customer in selling articles and goods of all descriptions, but there are two fundamentals which apply to everything offered for sale. First: use; Second: price. The use is the more important. If the article cannot be shown to be useful, it cannot be successfully sold. The price also has much to do with its sale, not so much in dollars and cents as in comparison with its value. People will buy a thing, no matter how much it costs, if they want it enough. The price of an article is usually and ought always to be, a mere pittance in comparison with its value, and if it is made plain to the customer that he can realize that value and a great deal more, usually the sale is made.

"Thank You"

A salesman's knowledge of merchandise as evidenced by his selling talk, is also a potent factor, in that all other things being equal, people prefer dealing with those who know their business. Every transaction, of course, should be closed with an expression of gratitude, a sincere, earnest thank you, that shows appreciation of favor.

No doubt there are other ways of making difficult sales easy, but from personal experience I find that in nearly all cases these methods which I have mentioned, if applied properly, will bring results.

The clothing situation and the selling problems in the retail store will change during 1922, but for that matter we can expect change in almost everything, for change is an essential element of progress. The 1922 automobile won't look like the car of 1917. Girls will change their hair and maybe the length of their skirts. The only thing that will not change, that has stayed the same since the first day the sun shone, is human nature.

BASES APPEAL ON—

(Continued from Previous Page)

pointed out that every citizen of the United States purchased five dollars' worth of goods from Canada while every Canadian citizen purchased ninety-ifve dollars' worth of goods from the United States. He suggested that this might be very much reduced and the wheels of commerce in this country thereby benefited.

Will Co-operate

Speaking for the clothing men of the province, R. F. Fitzpatrick assured the manufacturers that the clothing men were prepared to co-operate in the promotion of textile exhibitions in this country; that had been decided at the meeting of the clothing men during the day.

E. M. Trowern, Dominon secretary of the R. M. A., and B. W. Zieman, president of the Merchant Tailors' Section of the R. M. A. referred to the spirit of co-operation that was manifesting itself between manufacturers and retailers and suggested that their problems could be better solved by getting together.

"Positive Selling" and Collar Sales

Brooklyn Authority Says More Sales Lost and Sold at Collar Counter Than Any Other Department in the Store—The Psychological Effect of Positive Selling—How Collar and Shirt Sales Have Been Increased

A NOTED authority on merchandising methods, E. H. Van Name of the R. W. Bennet Co. of the Brooklyn section of New York, said recently that more sales were made and lost at the collar counter in the men's wear store than in any other department in the men's wear shop. "You can't estimate what else has gone out of the door when a collar customer leaves dissatisfied," says this authority. "One of the greatest mistakes a salesman can make," he continued, "is to ask the customer 'Do you want one collar' and even to inquire 'How many can you use' is almost as bad. At our shops the salesmen are instructed to make the visitor feel that he is regarded as the type of man who buys his collars by the box. If adroitly done, the customer is flattered and the sale of a box of collars instead of one or two frequently results."

"Positive Selling"

While a good deal is being heard these days about suggestive selling, based on the theory that the psychological effect of suggestion is, in many cases, action, the general manager of these stores referred to believes that there is one better type of salesmanship than this. He has tried it out in his seven stores and calls it "positive selling." In explaining this system, Mr. Van Name says, "Our salesmen have been taught the psychological advantages of saying to a customer 'Buy that' instead of 'You ought to buy that.' Results to date have proven that there is a great deal of difference between those two ways of handling prospective customers. Many a sale is lost because the salesman is not positive enough in his manner and speech. Politeness, of course, is an essential of retail merchandising, but it is possible to be both firm and polite at the same time, and we are training our sales organization to be assertive without being discourteous or obnoxious.

Selling Collars

"In selling collars," said this authority, "the salesman should be instructed never to permit the customer to select his own style if the latter is uncertain as to just what he wants. In a good many cases when the customer asks for a collar and confesses that he has no particular type in mind he is referred to a show-case on the counter and asked to pick out what he thinks will suit him. At our stores this is not done. Our salesmen are instructed to go to great pains to help the visitor in the selection of a type of collar that will be most becoming to him. This service is greatly appreciated and frequently leads to a good customer being made for our other departments.

Selling Shirts

"In our shirt departments we impress upon our sales force the fact that the customer will not appreciate our goods any more than we do ourselves, and that therefore each shirt must be presented individually as though it were worthy of special attention and detailed consideration. This is in decided contrast to the methods employed by some salesmen who, when the customer asks to see shirts, take three or four piles and put them in front of the visitor as though they were so many pieces of meat. Our salesmen are taught that the customer must be impressed with the fact that every individual shirt in our stock has individuality. Emphasis must be placed on the color of the garment, the perfection of its neck-band, the workmanship evidenced in the shirt, or some other good selling point. And, incidentally, we go to considerable trouble in the matter of sleeve lengths. Our salesmen try to get as near to the customer's measurements as can possibly be managed—and especial care is taken to at least see that all the sleeves of shirts bought by an individual are of the same length instead of widely diversified.

Selling More Suspenders

"We find, too, that it is a good thing to keep a rack of suspenders near our belt counter. Suspenders are not a thing of the past. The medical profession has agreed that a belt worn without pressure on the abdomen is beneficial for the back, and by employing this argument our salesmen are frequently successful in selling a belt to the man who has just bought a pair of suspenders, while the argument reversed even more frequently leads to the sale of a pair of suspenders to the purchaser of the belt. In the latter case our salesmen point out that as a cure for indigestion an investment in a dollar pair

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Above is the reproduction of a window arranged by W. M. Docker for Cecil Gower of Kamloops, B. C. It will be noticed that every article in the window has a price ticket, a system carried out in all the window display work. Windows are changed twice a week and a different design used in window tickets with each display.

Increasing Your Underwear Sales

Knowledge of Merits of Different Kinds of Underwear Will Prove to be Good Selling Points—Suggested Classification of Weights and Sizes to Carry—The Three Classes of Purchasers—Making More Out of Display

A MANUFACTURER of men's underwear has issued some interesting data on the relative merits of different types of fabrics used in the making of each range of garments which is helpful to the salesman who is unable to visit the factory to obtain such information first hand.

Merits of Wool Garments

"A woollen garment conserves the heat of the body, and keeps out the cold. Wool is more absorbent on the body than any other fabric. It enables you to adjust yourself to a quick change of temperature and protects the vital parts of the body—the chest and back. Garments made up with 25 per cent. or 50 per cent. wool, or quantities in between these percentages, have found great favor with many groups of customers. Combinations of wool and silk, which are naturally more expensive, have found a very wide sale among wealthy or more particular customers. Any man who is not physically strong, and who is subject to colds and slight ailments should be told that a woollen garment is better for him than a cotton one. Dozens of sales can be made by using this one argument alone.

Silk Underwear

"Silk underwear has never achieved a big sale or wide popularity among men wearers, while women's silk underwear is now sold in tremendous quantities. Possibly the national advertising done by the marketers of women's lines has been responsible for this condition of affairs, but an analysis of an investigation made indicates that the feel of the silk on the body and the design of the garment are the points which account for its wide sale. These features do not appeal to men who say that silk is not as cool as a light nainsook garment. Many knit goods manufacturers now make union suits and two piece suits with a certain percentage of silk combined with cotton or wool and there is no question about the luxurious feel of these garments and their appearance value.

Cotton Underwear

"There are hundreds of different ways of spinning cotton into different types and styles of materials, and many salesmen state that the wide popularity of athletic garments is due to the fact that they have patented features which are incorporated in many different styles of cut underwear, and also because their appearance is neat. In the past ten years the athletic type of suit has become the leader for summer wear preferably in union style and doctors are agreed that there are many advantages in such cotton underwear for spring and fall wear as well."

Three Classes of Buyers

The same manufacturer points out that purchasers of underwear should be classified into three divisions, namely, young men, middle aged men, and elderly men. According to reliable information it appears that group one is inclined to wear "cut" garments most of the time and except in very cold climates, does not buy much all wool underwear. Group two, on the contrary, demands the athletic style in summer only and in cold weather buys knitted garments of either wool and cotton mixed or silk and wool, depending upon his income. Group three prefers knitted underwear the year round, generally in full length styles as a necessary protection against drafts and sudden changes of weather.

Recognizing the difficulty experienced by the average retailer in buying the correct quantities of each style of suit for his needs, the same authority advises stocking lightly on sizes 28, 32 and 34 but fairly heavily in each range from 36 to 44, then decreasing the amount from 46 to 50. Furthermore, the retailer is strongly urged to recommend the habit of wearing a fresh suit every day instead of longer as is usually done, for the reason that underwear thus worn will last much longer and will give greater physical comfort. The underwear should be laundered daily according to the directions herewith quoted, which are guaranteed to ensure increased wear and no shrinkage whatever.

How to Wash Union Suits

Soak in fresh, warm water half an hour.

Dissolve white soap in the same temperature of water, and squeeze suds through the garment by hand. Repeat this operation until the garment is clean.

Rinse thoroughly in lukewarm water and run lightly through wringer.

Stretch lengthwise before drying and iron while slightly damp. Follow these simple instructions and underwear will not shrink or become prickly.

Incidentally, it might be pointed out that many retailers can increase the sale of underwear by emphasizing this point. It has been found that the greatest number of men buy two or three suits at one time when underwear is under consideration. By pointing out the advantage of the daily change, it should be possible to sell four, or even half a dozen suits. Every store should have these directions printed on a slip and included in every sale made, as it has been found that nearly 50 per cent. of customers complain of shrinkage in their underwear or other minor faults. Every man expects to get at least two seasons' wear out of such undergarments but by means of careful laundering he may be assured of three or more seasons, provided the suits are changed daily.

Displays Sell Underwear

The difficulties of displaying underwear with good effect are fully appreciated by the makers, who have felt in the past that not enough window space has been accorded to this line by the majority of men's stores in Canada. Yet it has been proved that nearly all men who buy underwear do so because of a display which caught their eye and reminded them that they needed such garments. There is no reason why a good display should not be featured with the advent of each season, priced plainly, and announced by a statement emphasizing the need for the right weight for spring, or fall, or summer as the case may be. Window displays to attract athletes or busy office workers who demand the utmost in coolness in sweltering weather should be attractively worked up with as much attention to detail as is afforded to the straw hat window. Never forget to play up the right weight of underwear along with new styles of shirts or other dress accessories shown at the beginning of a season. It is only natural that the line that is not given prominence will fall behind in demand, yet of all stock carried, underwear is the most intimate and the most needed from the standpoint of personal comfort and good health.

"POSITIVE SELLING"

Continued from previous page

of suspenders may be more effective than a visit to a high-priced stomach specialist. It frequently works."

Another constructive thought offered by the general manager of the Bennet stores is anent the lack of wisdom in "hearing everything at the door" when a customer enters.

"Hear half of his or her story, and then steer the customer to the spot where the merchandise is sold before giving the visitor a chance to say any more," is this authority's advice. "Our own experience has taught us that this is a policy which leads to stimulation of sales, whereas sales are frequently lost by hearing everything at the front of the shop."—From Retail Merchandising Service, New York.

Retail Merchants Pass Resolution

The following resolutions were adopted at the convention of the Retail Clothiers at the closing session on Wednesday afternoon, February 15th.

Transient Traders

WHEREAS the present Transient Traders' Act in the Province of Ontario is drafted in a manner that does not set forth clearly to the courts the object for which it was passed, and in order to deal with this subject as it should be dealt with, we recommend that the incoming Executive Officers go over the Act very carefully and prepare amendments thereto, and present the same to the Ontario Legislature at its next Session, with a view of having the same made law.

Hawkers and Peddlers

WHEREAS we find in the various Provinces throughout Canada that careful attention has been given to the subject of having a proper Hawkers' and Peddlers' Act placed upon the Statute Books, whereby hawkers and peddlers can be called upon to pay a license in keeping with the privileges they secure by doing business in the Province, and paying no municipal tax. The fact that the other Provinces are licensing and regulating peddlers and hawkers, and as Ontario has not given this matter the attention it should, our Province is being flooded with all kinds of peddlers and hawkers who come in and do business at the expense of legitimate retail merchants, and they contribute in no way towards the upkeep of the various municipalities.

THEREFORE, be it resolved that this matter be taken up by the incoming executive, and amendments be prepared to the present Act that will give the retail merchants of the Province of Ontario the protection they deserve.

Manufacturers' Price Lists to Consider Retailers' Profits

THAT it is the opinion of this convention that, before any manufacturer fixes a retail selling price on his articles, he should submit a copy of the same to a properly appointed committee of our association, so that we would be able to ascertain if the profit so fixed is sufficient to cover the overhead expenses of doing retail business, and we recommend that this matter be referred to the incoming executive officers for their consideration, and request them to confer with the secretary of the Dominion Board so that this matter might be taken up in the regular way through the various Dominion Committees of our organization, and receive the attention that it deserves.

Suit Clubs

THAT it be a recommendation from this convention to all retail merchants throughout the Province of Ontario that, if they find suit clubs being operated in any city, town or village in the Province, that they report the same to the secretary of the Ontario Provincial Board, sending all the facts and particulars they may have in their possession, so that definite action can be taken, as has been done in a number of cases, to prevent the illegal operation of these clubs.

Armistice Day

At the last session of the Dominion Parliament an Act was passed to incorporate the holding of Thanksgiving Day and Armistice Day on the same day. The Act fixed the first Monday in the week in which November 11th appears. This was done for the purpose of enabling commercial travellers to celebrate that day, but we find a large number of people who feel that November 11th, being an historic day, should be celebrated on November 11th, without reference to any other surrounding circumstances, but, before taking any action in the matter, we would like to secure an expression of opinion from this convention as to what course we think should be adopted in the matter.

Registration of Manufacturer's Liens.

WHEREAS commissions have been appointed by the various Provinces throughout Canada, whose object it is to equalize the various Provincial laws of every Province and bring about a uniformity of operation. The commissions have held several sessions, and they recommend the registration of manufacturer's liens. which would apply also to all contracts made between the customers and merchants who purchase goods on the instalment plan, and it is the intention of the commission to apply to the Ontario Legislature during the coming session to have their recommendations made law, and, before doing so, we would request that the incoming executive officers look very carefully into this matter, and see that the retail trade is being properly protected.

Eight Hour Day

WHEREAS an attempt has been made on several occasions to secure legislation through the Dominion House at Ottawa to establish an eight hour day for all manufacturing, producing or distribution classes, and whereas such a request has been refused owing to its impracticability, the advocates of the same are now urging this matter to be passed by the Ontario Legislature, and that it be an instruction from this convention to request the incoming executive officers to oppose any proposal of this character as far as it concerns retail merchants.

Workmen's Compensation Act

When the Workmen's Compensation Act was placed upon the Statute Books for the Province of Ontario, our association took active steps to oppose any application of this Act upon the retail trade, as the conditions that surround retail merchandising are entirely different to those in dangerous and hazardous employment. We succeeded in convincing the Government that our cause was just, and retail merchants were, therefore, exempted from the Act.

It is the opinion of this convention that if any attempt is made in the future to include retail merchants in this Act, that we request the incoming executive officers to take active steps to see that the retail trade is not included in its operations.

Minimum Wage

WHEREAS an attempt was made to pass a Minimum Wage Act through the Dominion Parliament, and the Government, in order to ascertain all the facts in connection with this matter, called a conference of manufacturers, wholesalers, retailers, and the labor organizations. Our association was represented, and we took the stand that this class of legislation was of a meddlesome and paternal character, and that the Government had no right to interfere with the operation of private industry only where glaring cases could be pointed out showing an injustice either to the employes or the employer. The Government, after hearing all the evidence, decided that it was not a matter for the Dominion Government to deal with, and that it properly belonged to the Provinces.

It is the opinion of this convention that this subject is one of such great importance that it should receive careful thought and study, and that the incoming executive be requested to ascertain all the facts in connection with the same, and, if it is found to be of no value, or an injustice to the retail trade, that we ask the Government to omit the retail trade from its operations.

Thefts.

WHEREAS numerous complaints have been reported in our office that burglaries in retail stores are on the increase throughout the Province, and, in order to give the Retail Merchants the protection they deserve, owing to the large amount of taxes they pay, that the incoming executive officers be requested to interview the Government and ask that the police force both in cities and counties, be increased so that this evil can be reduced.

Municipal Restrictions

For a number of years past there has been a growing desire on the part of the Provincial Government to place Restrictive Legislation on the Statute Books to enable municipalities to pass by-laws to regulate the actions and efforts of retail merchants. Among others, an Act was passed to regulate the height of awnings, which legislation has given the retail merchants of the City of Toronto considerable trouble.

We would recommend that provision should be made by the incoming executive officers whereby the secretary would be given such assistance, and provision otherwise made, with which legislation of this character should be carefully watched in its inception. so as to see that the interests of retail merchants are properly protected.

Any Suggestion to Investigate Retail Merchants' Profits by the Government Should be Carefully Watched.

From accounts appearing in the press we understand that it is the intention of the Government of the United States to appoint a commission to investigate the profits made by retail merchants in that country. The experience that we have had in Canada, through the Board of Commerce and other similar committees, has taught us that every attempt of this kind has been for the purpose of holding the retail merchant up to view, and ridicule him, so as to take away the attention of the masses from the operations of other classes, and this convention desires to go on record as being opposed to methods of this character and that it be a recommendation from this convention that the attention of the Dominion Board should be called to this matter, and that they should be asked to watch very carefully any attempt that might be made to apply the same methods in Canada.

Smuggling.

THAT whereas a large number of cases have been called to our notice whereby goods are being constantly smuggled into Canada from the United States, and we consider that proper provision should be made by the Government to prevent the same, and that it be a recommendation from this convention to the incoming executive officers that this subject be taken up with the Dominion Board, and methods devised whereby this matter will receive prompt and effective attention.

Income Tax Duplication

In view of the fact that the system of collection taxation in a part measure through the Income Tax System which is now in operation at Ottawa, and which is also in operation in a large number of municipalities, and we understand it is now under consideration by the Ontario Government to have the same system apply throughout the Province, that we, in convention assembled, feel that the cost of the machinery for the collection of three separate income taxes is altogether out of proportion to the amount collected, and we recommend that this matter be referred to a special committee to act in conjunction with the incoming executive officers so that they can study this problem and submit their views to the members at as early a date as possible.

Manufacturers Holding Special Retail Sales.

WHEREAS a large number of cases have been called to our attention whereby manufacturers, with a desire to sell their goods, have rented premises in various cities and towns throughout the Province, and with glaring advertisements and signs have attempted to sell their goods to the public, making them believe that they can sell their goods very much cheaper than the ordinary retail trade, and a number of these manufacturers who do this business, attempt at the same time to sell their goods to the retail trade in other places than those in which they open these stores.

It is the opinion of this convention that this system of doing business is wrong in principle as well as deceptive in character, and we recommend that this matter receive the active opposition of our members, and that it be forwarded to the Dominion Board to take immediate action on the same.

Manufacturers and Wholesalers Selling our Customers

At the last convention of the Dominion Board, which we held in Winnipeg, the above subject was taken up and it was decided that it should be dealt with immediately through the Dominion Board who would take the same up with the various Dominion Committees of Trade Sections which are now being appointed. In this way this matter would receive the attention it deserves, and it would be brought to the notice of every manufacturer and wholesaler in Canada through the various sections of trade that are being operated under our association.

We, therefore, recommend that this convention endorse the action of the Dominion Board, and offer them our united support.

Fraudulent Advertising

We regret to see that during the last year a large number of fraudulent advertising cases have been called to our attention. They are being operated by persons engaged in almost all lines of retail trade. All the cases which have been prosecuted we have been successful in, and at the last meeting of the Dominion Board it was requested that all cases of false advertising should be submitted to the secretary of the Provincial Board and he in turn refer the same to the office of the Dominion Board, so that it can be taken up with our solicitor who is skilled in this matter, and all prosecutions be placed under his direction so that there will be no danger of instituting proceedings which would not be successful.

We, therefore, recommend that all cases of false advertising that may come under the attention of the members be submitted to the secretary of the Provincial Board, so that he can deal with the same as requested by the Dominion Board.

Guessing and Lottery Contests

WHEREAS the method of attempting to sell merchandise by guessing and lottery contests, we regret to say is on the increase, and the methods adopted are entirely contrary to the best methods of legitimate merchandising.

This convention, therefore, places itself on record as being opposed to the same, and that it recommend that the incoming executive take every means to see that this system is stopped, and, if necessary, proper legislation be secured through the Dominion Board to prevent the same.

Mail Order Houses

WHEREAS our attention has been called from time to time to the fact that a large number of mail order houses in Canada are doing business through the postal service at rates that are very much less than the cost of the service, and whereas this matter has been taken up by the Dominion Board and arrangements have been made for an investigation into the same, that this convention places itself on record as favoring the action of the Dominion Board, and offering our services to assist them in every possible way to secure the results they desire.

Telephone Rates

A large number of complaints have been received from various parts of the Province objecting to any increase in the telephone rates, and as this matter has come before the railway board many times, our association, through the Dominion Board officials, have been present at all the arguments, giving what evidence they can on behalf of the retail trade, to see that our interests are properly protected, and ask that this meeting endorse the action of the Dominion Board in this matter.

Marking Goods Firsts or Seconds.

That it is the opinion of this convention that when manufacturers mark merchandise which bear a first or second quality, and which are entering into competition with one another, that the said manufacturer be requested to mark the goods they sell as firsts and the goods they sell as seconds so that the general public will be able to designate the difference, and that this convention request that this matter be taken up with the manufacturers, and the views of this convention presented to them.

Marking Goods at the Port of Entry

Whereas the measure which was introduced at the last session of the Dominion Parliament regarding the marking of goods with the country of origin, having caused a great deal of confusion and annoyance, and as it works out a great hardship to the retail trade:

That it is the opinion of the convention that we ask the Government, through the Dominion Board of our association, to have the above law repealed.

All Rulings Made by Any Department of the Government Must Conform to the Act

WHEREAS we have received information from the Dominion Board of our association at Ottawa that rulings are made by some of the officials of the department at Ottawa which are contrary to the Act to which they apply, and in order to insist on the proper carrying out of the Act the Dominion Board has instituted suits against the Government, which so far have been successful, and which have resulted in the protection of the retail trade:

THEREFORE BE IT RESOLVED that the members here assembled endorse the action of the Dominion Board and offer it our full support.

Freight Rates

INASMUCH AS a large number of complaints have been received at our office that the present freight rates are much higher than they should be, and after submitting this matter to the Dominion Board at Ottawa, which has been waching this matter very closely, it reports that the said increase is due to the fact that the wages of the employees of the railroads have increased considerably during the war, and that they have not as yet found their normal level, but as soon as they do it is hoped that the rates will be reduced.

EMPHASIZE STYLE BY CONTRAST

R. J. Tooke Store, Montreal, Attracts Attention by Contrasting 6th and 20th Centuries.

Linking up style display with publicity for a popular movie formed the theme of a most original bit of window dressing this month in the R. J. Tooke store of Montreal. In a corner of their east window were placed two figures facing one another, one a perfectly groomed "man about town," meticulously correct from head to foot in dinner clothes, while the other formed a grotesque contrast being nothing but an antique suit of armour, holding a shield and lance as though equipped for the crusades of olden time.

On either side of this odd study in contrast, two show cards were placed. The one beneath the modern figure read as follows:—

"Courting model of the year 1922—up-to-the-minute attire of the man of fashion at the court of love and pleasure. Mark Twain expressed a delightful satire on clothes when he took a faultlessly attired man of the 20th century straight from all the luxuries of a modern dinner party and put him among 6th century knights, eating their square meals on round tables."

Underneath the suit of armor the card read:

"Courting model of 528 A. D.—the 'nightly' attire in vogue at the court of King Arthur. Mark Twain expressed his delightful humor in clothes when he took a 20th century man in his evening clothes and put him back 1,400 years among 6th century warriors in 'knightly' steel."

The crowds of pedestrians who gathered to read these amusing captions and study the modes of then and now, proved conclusively that an unusual note in window displays is decidedly worth while.

NEWS OF THE CLOTHING TRADE

W. D. Fraser has opened a tailor shop at 86 Wellington street, Stratford.

W. G. White, of White & Manahan, Winnipeg, recently died in Los Angeles. His body was brought back to Winnipeg for interment.

Grant's men's furnishing store, Sydney, N. S., recently moved into the premises formerly occupied by Menzie's Music store, opposite the Y. M. C. A. building.

F. W. Heard, merchant tailor of St. Thomas, was recently robbed of $2,000 worth of goods. The entire stock was cleared out with the exception of some unfinished garments.

Here is an unusual paragraph from an advertisement of Charles Freedman of Mansfield, Manitoba:

"We still have a full line of Robin Hood flour, bran and shorts. You should get your supply in as prices are going up and won't be any lower this spring."

J. R. Watson of Hamilton, for many years the local manager of the Grafton Co., Ltd., retail store in that city, has recently started in business for himself. On the third of March he opened a store at 11-13 King William street, carrying well-known lines of ready-to-wear clothing and a fine assortment of made-to-measure samples. He states to Men's Wear Review that he has got away to a very encouraging start. His many friends will join with Men's Wear Review in wishing him every success in his venture.

According to a recent report received by H. M. Trade commissioner for Ontario, F. W. Field, the demand for ready-made clothing in the British Isles has shown a decided improvement during the last few weeks. This is due to severe weather there, lasting for several days. Inquiries for ready-made clothing are becoming more frequent from different sources, especially South Africa. The Australian, New Zealand and Canadian markets show signs of improvement. The United States trade is still well to the fore, the demand being centred on sports clothing and overcoats of medium to better qualities.

You can always recognize a Frenchman, however well dressed he may be, not so much by the cut of his clothes, which are naturally on English lines, but by the umbrella he is carrying. In this one particular he differs from the well-dressed Englishman, for his umbrella is of the thick "market-woman" type, thick in the handle and thick at the end which is tipped with bone or horn. Crooks and knobs are just now all the fashion in Paris, the former used mostly by older men who have got into the habit of carrying their umbrellas hooked on to their left arms; the latter used chiefly by younger men who hold them under their right arms with the knobs pointing skywards behind their shoulders as they saunter along the boulevards.

REASONS WHY CUSTOMERS STOP BUYING

One hundred and seventy-nine customers gave the following reasons. An ounce of prevention may save a pound of business:

Indifference of salesmen	47
Attempts at substitution	24
Errors	18
Tricky Methods of salesmen ...	18
Slow deliveries and poor service	17
Over-insistence of salesmen	16
Insolence of salesmen	16
Tactless business policies	11
Ignorance of salesmen	6
Refusal to accept returned goods	4
Poor quality of merchandise	1
Price too high	1

GERMAN-MADE CLOTHING

The Irish Draper has the following report:—

It is stated that British clothing manufacturers, exporting to Scandinavia, are having suits and overcoats made in Germany, at from marks 250 to 450 a garment. The material, it is said, is shipped to Germany, and the garments manufactured after designs supplied by the British houses. The garments, according to the report, are sold as British, and consigned to an agent in Scandinavia, who repacks them in cases which bear the name of the English firm. Further, it is suggested that a number of British firms are shipping cloth to Germany, and re-importing the made-up goods for sale in this country, their "chief concern being that knowledge of such operation does not reach the ears of their own employees, or the labor unions."

There is no confirmation of the story; but it is learned that offers to make have been forthcoming not only from Germany, but from other Continental countries. Vienna, for example, offered to make suits for English manufacturers at a cost, on their current exchange rates, of a mere 3s. 6d. Writing to a Leeds paper last October, a tailor in that city said he knew of a London tailor who was sending cloth and trimmings to Vienna to be made up at a cost of about 2s. 6d. a suit. The Vienna workmanship is said to be excellent, and the price exceedingly attractive, but the risk is considerable, and the styles are said to be out of the question.

Incidentally, it is noted that British imports last year of overcoats, mackintoshes, etc., proofed, were valued at £14,-772, against £6,482 in 1913, and imports of men's and boys' outer garments (excluding overcoats) of wool or wool mixtures were £49,435 last year, compared with £48,202 in 1913, the last-mentioned amount, however, including overcoats. These official figures make it clear that, even assuming any made-up clothing is being imported from Germany, it is infinitesimal in amount.

NEW "TEN COMMANDMENTS" ANNOUNCED FOR AD MEN

A new set of "Ten Commandments" for advertising men was announced by E. S. Goldstein, advertising manager of the May Co., Cleveland, at the group meeting yesterday afternoon, as follows:

I—Thou shalt not abuse thy buyer to amuse thyself.

II—Thou shalt tear down false buyers and show them their wrong.

III—Thou shalt build up weak buyers and make them strong.

IV—Thou shalt fight for thy right, but not with thy right.

V—Thou shalt learn to say "know" if thou spellest it with a "K."

VI—Thou shalt acknowledge thy error and so keep peace in the household.

VII—Honor thy buyer and his assistants, for some day they may inherit the store.

VIII—Thou shalt know that one ounce of laughing gas sootheth the angry more than one ton of scrap iron.

IX—Thou shalt realize that the day of the long-haired genius passeth, but that the good business man is eternal.

X—Thou shalt love thy buyer as thyself.

DECEASED

General Depression is dead.

His death came as a distinct surprise to many of his pessimistic friends, who claimed he could live for ever.

To the LIVE WIRE OPTIMISTS his death means little, because they were not even acquainted with the gentleman.

For a time the General ruled with a mighty hand. Dark clouds, chaotic conditions, obstacles and poor business came to his followers at his command. He had many loyal supporters who will moan his loss.

The remains will be laid to rest in the desolate, forsaken town of Gloomeville, in which he was born and reared. General Depression will be succeeded by his most bitter enemy—I. M. Opportunity, who was elected by an overwhelming majority.

Trying Out a New Hat Shape

Development of Young Man's Fad To Change Shape of His Hat

A novelty in men's soft hats is making its appearance this spring, principally as a feeler as to its likelihood of gaining wide popularity. If it takes with popular fancy, as it is expected to, it will in all probability be pushed as one of the leading shapes for next fall's trade.

The unusual feature of the hat is not in height of crown or width of brim, for these conform strictly to the conventional, but is in the manipulation of the crown. Instead of being creased in the fashion that has found greatest popularity during the last few seasons, the crown may be best described as "telescoped into a diamond shape." The front is pinched into a V, while the rest of the crown retains its roundness, the point extending from the brim to the top of the telescope circle. The effect is unique and not unpleasing, and the style has already had an immense vogue in the United States where it originated among the younger college men.

The origin of the shape is explained as follows: "The development of a fad such as this is directly the result of a tendency noticeable nowadays on the part of the young men to change the form of their hats. They will not wear their hats the way they should be worn. During the past few seasons brims have been wide and easy of manipulation and comparatively easy to bend or shape to suit the fancy of the wearer. But now brims are becoming narrower and are being given more curl. The consequence is that it is not so easy to manipulate the brim, but the somewhat lower and fuller crown offers possibilities as the new fad proves. If the crown is so made that it does not lend itself readily to manipulation, the brim must be so made that it yields to the wearer's fancy and conversely, if the brim does not offer such possibilities, the crown must be made to. And that is just how and why this new shape which is expected to become very popular in Canada, came into being."

Associate With Levy Bros. & Adler

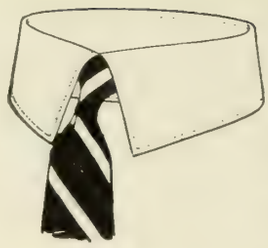
H. W. and Max Freedman To Handle Well-Known Line of Rochester Firm.

Messrs. H. W. & Max Freedman have severed their connection with The Freedman Company of Montreal and have associated themselves with the well-known American clothing firm of Levy Bros. and Adler, Inc., Rochester, N. Y. This firm is one of the largest clothing firms in the United States and specialize in hand tailored garments for men and young men. H. W. Freedman is the president of the new firm. He is well known to the trade throughout Canada, owing to his connection with this Montreal firm for the past sixteen years as part owner and buyer for the Freedman Co. Max Freedman, vice-president of the new firm, is also a well-known figure in the clothing trade; and, as in the past sixteen years he has covered the territory Toronto and Western Ontario, so he will do it for the new firm. With their combined knowledge of the industry and the trade, they commence under very favorable auspices.

Their arrangement with Levy Bros. and Adler, Inc., permits them to manufacture in Canada, free of all duty and non-productive costs, the identical garments sold on the other side under the name of Levy Bros. and Adler, Rochester. The policy of the new firm will be to specialize on one quality of hand tailored clothing at a range of prices graded according to material. In this way they hope to cut down overhead expenses to a minimum.

The manufacturing and office quarters are in the Sommer building, occupying the eighth floor. These quarters are being completely remodelled to meet their requirements, with showrooms and offices. The most modern machinery has been installed in their plant.

"Burch and Conacher's Men's Clothes Shop," is the name of a new store opened at 233 Yonge street, Toronto. The two young gentlemen who are proprietors are well-known Toronto athletes.



Arrow introduces for the spring season a laundered collar of entirely new construction, which does away with the seam at the top of the collar.

It is a flexible light weight collar that has ample room for the cravat. The facing and the band are all in one piece, and the collar is cut so that it just seems to fit the neck and the knot naturally. It is a style that embodies all the dress virtues of a good-looking, smart collar of the well dressed man, and it possesses original features that insure to the wearer unusual comfort. The new collar will be called the "Archer." It is illustrated herewith and will be introduced to the consumer about the middle of April.

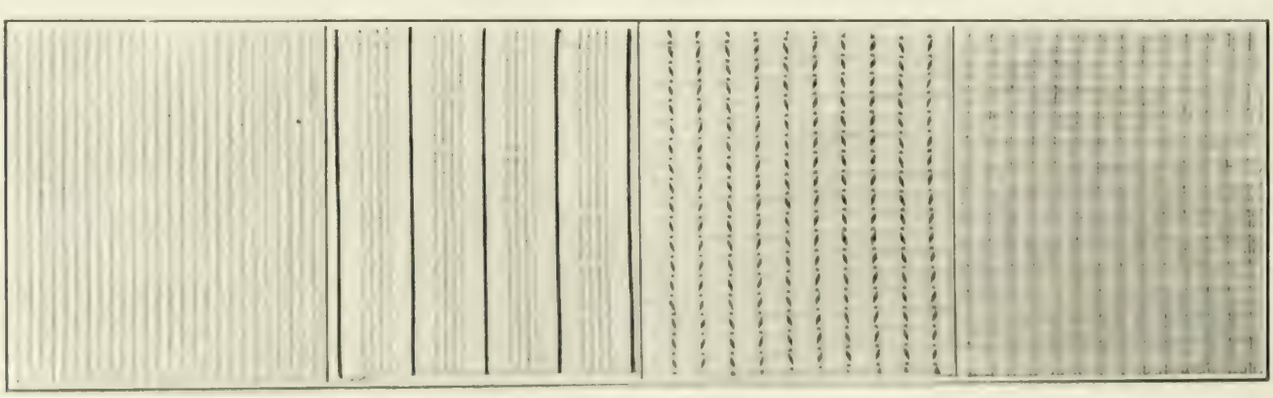
SLOGAN IS REGISTERED

In the February issue of Men's Wear Review on Page 21, we ran a number of slogans which were culled from Canadian papers from the Atlantic to the Pacific. One of these was, "It pays to pay cash at Blanks."

We have received word from W. E. Lord of the W. E. Lord Co., Ltd. of Red Deer, that this slogan has been registered in his name and, therefore, may not be used by any other retailer. Mr. Lord adopted this slogan in 1912 shortly after he had adopted the cash system in his own store in Red Deer.

One interesting incident which Mr. Lord told us of with regard to this slogan is well worth telling. A certain retailer in his section of the country had heard that he (Mr. Lord) had started the cash system and wanted some information from him with regard to its operation. At the top of the typewritten page on which this request was made of Mr. Lord, was a very familiar slogan to him, "It pays to pay cash." Mr. Lord very cheerfully forwarded the information to his inquirer but told him he would have to get a new slogan as that one was registered.

FOUR NEW EARLY FALL SHIRTING NOVELTIES



1. Russian cord shown in blues, greens or mauves with white.
2. Corded madras showing a black pin stripe alternating with clusters of colored stripes.
3. Novelty broken checked madras in green over white.
4. Fancy check madras, with woven colored thread stripe effect. Indianthryne dyed.
Shown in the "Strand Shirt" range by Alphonse Racine Co., of Montreal.

Question Box At The Convention

Committee—Ed. Mack, chairman; W. H. Price, Niagara Falls.

1. Is it a good thing to close every Wednesday afternoon the year round?

Ans. Depends on local conditions. If have market day on Wednesday, no. If other merchants do not agree to close, no.

2. What per cent. appropriation should be set aside for advertising for each year?

Ans. About 5 per cent. of gross turnover.

3. What mediums of advertising are best?

Ans. Newspapers, direct mail, circulars, miscellaneous in importance in the order given. 75 per cent. for newspapers; 12 per cent. direct mail; 10 per cent. circulars; 3 per cent. miscellaneous.

4. What is the best way to collect the $3.00 fee from the members of the clothing association?

Ans. Send the fees to the secretary-treasurer of the association, H. Brimmell, Lindsay.

5. What per cent. of sales should it cost for selling clothing and furnishings?

Ans. Twenty per cent. is a good safe, overhead.

5. When is a black dress tie proper and when a white?

Ans. Black for tuxedo; white for full dress.

7. Is it good business to use staple lines of merchandise, such as overalls or working shirts to be sold as an advertisement?

Ans. No, get legitimate profit on all merchandise.

8. What steps should be taken that would stop clothing coming from across the border and no duty paid on the same?

Ans. This will always be one of the difficulties of the border town, but if it is persisted in, W. C. Miller, provincial secretary, should be notified and he will take the matter up with the proper authorities. Mr. Trowern stated that the name of any merchant who did this would not be revealed.

9. Will not high wages, freight rates and other overhead expenses not have to come to something like former levels to bring about stable conditions and real business levels?

Ans. Yes, but how to bring them down is the problem.

10. Is it in the best interests of established business to quote two prices, for instance, regular $40 and $50 for $29?

Ans. Yes, if you are not extravagant in your statements.

11. Is it good business to feature nationally advertised lines?

Ans. Carry them but it is not necessary to feature them.

(George Grey of Chatham pointed out that this really meant not to feature them in the sense of advertising them at a price which did not give a legitimate profit.)

12. Would it not be in the interests of the Canadian trade if manufacturers of clothing did not show so many models and would it not lessen the tendency to over-stock?

Ans. Yes, all manufacturers show too many models.

There was some discussion on this subject. E. R. Fisher of Ottawa said that Fashion Craft showed about 20 models when 6 or 7 would do. Most merchants bought only 4 or 5 of a range. Ed. Mack said that Mr. Fisher's estimate was conservative; many of the manufacturers showed as many as 35 or 40 models. Mr. Gilbert of Montreal felt that the more models shown the merrier. He believed it in the interests of the mene's wear business that many models be shown and it was better for the customer that he see a wide range of models.

This whole matter was, by resolution, referred to the incoming executive to deal with.

14. How far should a guarantee go to satisfy the customer?

Ans. Back it up to the satisfaction of your guarantee and that means the sky is the limit.

15. Is it not in the best interests of the retail trade to eliminate bargain sales during the selling season and what is the best way to educate merchants along this line?

Ans. Yes, it is best to eliminate them and the best way to educate is through local associations.

This matter was also considered of sufficient importance to refer to the incoming executive for some action thereon.

16. Should the manufacturer pay the freight and express charges on goods?

Ans. Some will, and we think that all should, as merchants have to pay the delivery charges. This matter was also referred to the incoming executive.

17. Does the executive prefer a member of the association to pay his fee to the trade section by draft or remit?

Ans. Do either, but do it.

18. To what extent should staple lines be cut rather than carrying them over till the next season until normal conditions prevail?

Ans. All goods, under present conditions, should be turned over during the season to which they belong.

19. What is the best plan to feature a sale and get results?

Ans. Windows and advertising two days previous to the sale and nothing sold before the hour advertised for the sale, and no goods out on approval.

20. Should the retail clothier charge for alterations?

Ans. Committee could not agree on this.

21. How can the retail merchant best meet the necessary reductions inevitable in overhead expenses?

Ans. Reduce overhead or increase turnover.

The convention did not seem to think this a sufficient answer, though it was agreed that the problem was the outstanding problem of the moment. E. R. Fisher of Ottawa stated that he had reduced his overhead $5,000 last year without impairing his efficiency.

T. W. Learie referred to rents, salaries, lights, etc., as items in the overhead expenses that had to be considered. There was a point, he said, beyond which volume could not go. The bulk of the public to-day could not pay. He believed that the merchant would have to take less from the business himself and that the clerks in the store would have to take less for their salaries.

22. Should rules and regulations be given to a clerk upon employment with a firm?

Ans. Yes.

23. To bring ready to wear clothing to the standard of high class clothing, is it wise to advise customers to get rid of the cuff on the pants?

Ans. Yes, they are coming in style.

24. Is it good business to price articles shown in the window,

Ans. Yes.

25. Have prices reached the bottom or are we to have a period of gradually falling prices covering a number of years and stopping when they reach a level?

Ans. Prices for fall are believed to be firm, but there may possibly be a decline before the next season.

26. Is a daily change of advertising better than three times a week?

Ans. Yes, every day.

27. What is the best location for an advertisement?

Ans. The top upper corner of the page.

28. What value do you place on newspaper advertising, billboards, circular letters?

Ans. Newspapers 75%; direct mail 12%; circulars 10%; miscellaneous 3 per cent.

(Continued on next page)

Conditions of Woollen Industry

Dan Ross of Toronto Outlines Causes That Have Brought Prices to Their Present Levels—Reasons for Recent Advances—Thinks Low Levels Have Been Reached for Time at Least—Does Not Advise Heavy Purchases

ONE of the addresses at the convention of the Merchant Tailors on Thursday, February 16th, was given by Dan Ross of the firm of Nisbet & Auld, Ltd., of Toronto. He dealt with conditions in the woollen industry, reviewing at some length, the developments of the last few years when prices went up and down so rapidly. Coming down to conditions as he sees them at the present time, Mr. Ross said:

Asking Lower Prices

"On the one hand we have the consumer clamoring for lower prices and refusing to buy because he thinks prices have not come down in keeping with his imagination. Here is where the merchant tailor has his opportunity. He knows what he can buy goods for. He knows what the garments cost to produce, and he knows what he wants in the way of profit. If he has all these things right he should have no trouble in persuading his patrons where he stands. On the other hand we have today makers asking advances of as much as 25% over the prices of six months ago, and these advances are steady. We find on placing repeat orders that one cloth we bought last May at 10/- is quoted today at 14/. Another we bought at 9/2 in July, we paid 9/6 for in October and 9/10½ in January. In addition to these advances we have had to pay extra duty on practically all of our Spring purchases, although our selling prices were all fixed months ago and the goods half sold. We had to pay 8 cents per yard extra duty on one shipment, 4,940 yards, and another of nearly 4000 yards. The goods were selling at 1/- per yard more when they were shipped than when we bought them, and the maker must on his invoice declare the fair market value at time shipped and the Customs officers collect duty not on the cost price but on the fair market value price, and sterling is also higher than when we fixed our prices.

"Some of the causes for higher prices are: Shortage of fine free wool. What is known as free wool is scarce and it is in great demand, so much so that there is at the present moment some talk of rationing. Worsted yarn spinners are today as busy as they were at many periods during the war. Women, too, today are wearing long stockings made from worsted yarns, and the consumption of yarn in this respect alone is enormous. Add to that the quantity of yarn consumed in making of knitted outer garments for both men and women and you can readily see why woollens are holding up, and advancing in price, and likely to for some time to come. Another reason that is not generally known but is true nevertheless, and that is that at the present time tremendous quantities of textile machinery are being shipped to countries which heretofore have not attempted to make woollens, or not in any quantity to speak of,—South America, China, Japan, and I think India is included. All this new machinery is going to be set in motion and these countries immediately become active competitors for raw materials and prices will under such competition stiffen. Then France, Belgium, and Germany are buying raw materials and their entry in the market for raw materials will tend to strengthen prices.

The Future of Prices

"With all these things before us it is pretty difficult to see where we are going to have, for some considerable time, much lower prices than today prevail. There is one thing certain,—that prices in 1920 fell far below replacement value and we were misled to some extent into taking liquidating value as a basis instead of replacement value. Makers had large contracts made for yarns which had be used up. Machinery had to be kept going, and organizations which they could not afford to let drift without serious consequences. Their only hope was orders. Every maker was practically in the same fix so the result was that in trying to get orders he got prices too far down, as he found when he used up his material on hand and went into the market for raw material. He had to put his prices up. Another thing that is now pretty much out of the way is the illegitimate trader or the man who was not in the woollen business proper but who bought up woollens because he saw there was a scarcity. In the end he got caught. He sold at any price to turn what he had into money. This helped to give one a false idea of actual value. These causes are all pretty well out of the way now and you will find that prices from now will be more on a staple basis with advances and declines according to supply and demand. Woollens are today about twice the price of 1914 and are about as low as they should be if we want to maintain a respectable standard of living, for I am sure no one wants to go back to the days when a man had to get up at four or five in the morning to be able to get to his work by six o'clock, work all day until six p.m. as they did in most of the woollen mills in England, and then tramp as many of the mill hands did, three or four miles to his home, get his tea, and go to bed, and at the end of the year he had hardly received enough pay to keep body and soul together.

Careful Buying

"We do not advocate, even in the face of advancing prices, buying in large quantities. Buy weekly if you require goods to keep things going. Keep up your assortment, be careful in your selections, find some means of letting your customers know that you have used the axe and that you can supply his wants right down on the rock."

QUESTION BOX AT THE CONVENTION

(Continued from previous page)

29. In a city of 15,000 with a paper of 8 pages, ¾ of which is given over to American advertisements, should a merchant consider inserting a small advertisement?

Ans. Yes, if he can get a preferred position. Mr. Gilbert added that little readers in the social columns were good if the newspaper would allow them.

30. Will the price of manufactured goods not have to be brought down to the level with farm products?

Ans. This condition will right itself when things are more normal because it takes a longer time to bring down the price of the manufactured article than the raw material.

31. The Dominion Temperance Alliance advertises reduced rates for their convention. Could not the same concession be obtained for the clothing men and their convention?

Ans. This matter will be taken up by the incoming executive and it is believed that some concessions can be secured for the annual convention.

NEW PRODUCT IS COMPLETE ADDING MACHINE

A new product has been added by the McCaskey Systems, Ltd., of Galt, to their specialty line of account systems and sales pads. The new system consists of a complete adding machine which, in addition to the usual features, will segregate clerk or department sales, or both. It is put up in three different key board arrangements.

Combined with a cash drawer (also a new feature) this adding machine becomes a cash register of large department capacity and when used with the McCaskey Account Register establishes a complete credit and cash system for any business.

This new product is announced for April 15th.

Better Placing on Furnishings

Montreal Firms Get Encouraging Reports From Travellers—Unusual Values in British Hosiery—Smaller Centres Demanding Bath Robes and Dressing Gowns—Striking Colors in Sweaters—Fair Business in Gloves

ACCORDING to a Montreal wholesale firm which specializes in men's furnishings the demand for general lines of this class of merchandise has picked up of late, but this Spring finds a somewhat unusual condition prevailing, in that placing for Spring and Fall is going on simultaneously. Retailers would probably place heavier orders, it was said, but for the new restriction placed upon them by certain leading wholesale firms who have recently adopted the policy of limiting the amount of goods sold on credit. This attitude has been forced upon the wholesale trade, who have naturally found it to have certain disadvantages, in that the usual volume of merchandise is not disposed of in a given time and stocks are piling up in a corresponding degree. However, a good Summer and Fall business is anticipated. even with a continuance of hand to mouth buying and the last week of April will without doubt result in the usual volume of business.

As was predicted some time ago the most wanted item of men's wear felt by this Montreal firm is that of nainsook athletic underwear, orders for which are said to be three times greater than last year's. Two piece suits are more in demand than Union style however.

British Hose Offers Unusual Values.

A feature of present business is the unusually good assortment of British hosiery of all grades which has been off the market for so long a time. Travellers report the demand for British hose to be greater than for any other kind, and one particular range of black worsted, fleece-lined, priced at $4.50 a dozen, is proving to be one of the best offerings for several years. Fancy hose either in heather mixtures or with embroidered clox have now become a staple line and are selling very freely especially in the smaller towns and villages. Prices having now reached a satisfactory basis, it is apparent that retailers are no longer hesitating to stock up on hosiery at least.

Extra shipments of men's bathing suits have just been received by the wholesale trade and there is therefore no likelihood of such a shortage as occurred last summer in this line. Orders at present are heavier on cotton knitted suits but a good proportion of all wool suits is being called for.

Men's Lounge Robes In Demand.

One wholesaler commented to Men's Wear Review on the rapidly increasing vogue for bath robes and dressing gowns which has sprung up this year. Heretofore, he pointed out, the smaller men's wear stores were not interested in this article of apparel for men and few of them were sold annually, but since last year, particularly, the demand for terry cloth robes and eiderdown lounging robes has assumed really pronounced proportions and has resulted in the edition of several new and striking models among the early Fall samples.

Another similar line which seems to have suddenly caught on with the men's wear trade in different sections of Canada is the sports blazer in somewhat striking stripes. So good has been the demand for this line that of the first shipment nearly 40 dozen of these blazers were shipped out at once as soon as they had come to hand. The wholesale trade are convinced that the blazer coat has come to stay as a staple article of men's apparel and will continue to feature it in their Summer range hereafter.

All Wool Sweaters for Fall.

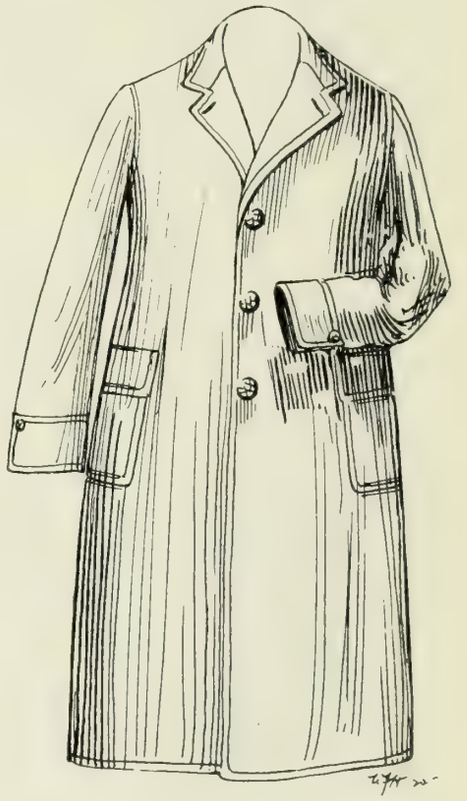
Travellers report also that the trade is showing great interest in the new coat sweaters for men designed for fall 1922, and already orders received are greater than in 1921. Samples shown this month include the new fancy mixtures in all wool, which have a striking tweed-like color blending, rather more pronounced than ordinary heather mixtures. It was said that the trade will not look at any but all wool sweaters and these must be so marked to receive any attention at all. Myrtle and brown are a favored color combination with country trade this season.

Headwear representatives in the wholesale trade report a somewhat unsatisfactory season. Retailers, it was said, are interested in the lowest price on fur felts and especially those which can be retailed around $3. apiece. Fairly good business is reported from Eastern Canada but placing in the west is still unsatisfactory due to the prevailing depression.

Owing to the marked improvement in domestic felts, the bulk of business done is on these lines, with British hats quieter insofar as the medium priced trade is concerned. Demand is strongest for browns, beaver and allied shades, especially with darker colored bands.

Glove Business Reported Good.

Little variation is reported in the demand for gloves throughout Canada, except that the western provinces are not up to their usual volume. Despite all the rumors regarding the dearth of employment, the demand for work gloves is said to be as strong as ever and several new cheap grades of good quality are now being offered to fill the demand for an inexpensive but durable glove. There is a good demand for men's silk gloves for formal wear, but with the decline in prices on better grade leathers, the demand for glacé kid and other fine leathers is expected to become stronger.



The military influence in raincoats is no longer pronounced in the opinion of foremost Canadian designers who state that the demand this spring and for early fall is distinctly for models of the design shown in the accompanying sketch, which has all the earmarks of a regulation topcoat and is thus serviceable in fine weather as well as for wet. Outside patch pockets with flaps, full cuff all round, shaped collar and soft rolled lapels as well as a straight back with hook vent are the outstanding features about this conservative yet smart model shown this month by Schwartzman Brothers of Montreal.

The announcement is made this month by Cluett Peabody & Company of Canada that their Montreal office will remove on May first to larger quarters in the Sommer Building, Mayor Street, where they will occupy the 8th floor.

Have Faith With Understanding

Frank Stockdale Advises Holding Steady Till End of The Trouble

Following R. P. Sparks of Ottawa, at the Retailers' luncheon on Tuesday, February 14th, Frank Stockdale spoke briefly, emphasizing the necessity of holding steady during the present period of business depression. He first referred to the trade fair idea, pointing out that if merchandise could be sold at a cost of one per cent. instead of 10 per cent., it represented a saving both to the retailer and to the manufacturer worth striving for. He stated that, in the majority of instances that the trade fair had not been very encouraging from the buying point of view but that the actual results of such a fair if properly developed were beyond question. The trade fair was sound to the core and the bigger and better it could be built the better it would be for all concerned. The basis of the whole thing he said, was the co-operation between the manufacturer and the retailer.

Profiteering Cry

Mr. Stockdale pointed out the the retailer had borne the brunt of the profiteering cry that had been raised. He believed retailers had taken it too seriously at times; it should have been taken as a matter of circumstance and human nature.

That the retailer lacked vision in his business was a claim put forward by the speaker. When the market was on the incline, he said too many retailers were too slow in marking advances on their merchandise and when the market started to decline, the retailer had been absolutely consistent, for he had also been too slow in this. If he had had vision when prices were going up, he would have built a reserve fund for the time when prices were bound to come down. This was one of the fundamentals of business, as old as the hills—to have a reserve fund to take care of times of depression. The merchant needed a greater vision in business.

Time To Be Steady

The right time to be steady in any crisis, said the speaker, was just before the end. The people who get into financial and other troubles are the people who hold steady till they are just about 10 per cent. from the end of trouble and then they lose their nerve. Under present conditions, he cautioned merchants to keep their nerve and remain steady till the end of the period of depression. He would not suggest that kind of optimism which the bald-headed man had when he bought a bottle of hair tonic and a hair brush and comb at the same time; neither would he give place to the pessimist. What the business man needed was faith with understanding. When faith was gone, then the merchant was in the pessimist class and he was on the wrong track. All should have faith but the faith without understanding was a disintegrating force not a constructive one.

Filing System For Furnishings

Helps Women Purchasers Who Have Forgotten Sizes Worn by Men

A service that can be rendered by the men's wear dealer to a woman customer is good business—and will bring more business. Women are becoming more frequent customers of the men's wear store as time goes on. Their eccentricities, their conception of service, therefore, should be studied by the dealer in an effort to make her and her husband a firm friend of the store. She is usually the purchaser of furnishings—underwear, hosiery, collars and shirts and neckwear. Particularly at the holiday season, she is in the market for these goods.

Walter E. Reamer of Muncie, Indiana, has adopted a very simple system which has brought him many customers and has retained their good will. He has created a file system which is a distinct service to the woman customer who comes into his store to purchase one of the above-mentioned articles but has forgotten the size. She has selected the article she wants, only to come to that delicate point in the transaction when she forgets what size she wants. For the moment, it might seem that the sale was lost. But not so. Mr. Reamer says he has the size and will get it in a minute. And to his filing cabinet he goes and there finds the card bearing the customer's name with full particulars as to his size of collar, shirt, underwear, gloves, hose or any one or all of these articles if the "man of the house" has ever purchased there and he had had a chance to get the size of the article he bought. These cards are arranged alphabetically and are, therefore, accessible at a moment's notice.

Carries Ladies' Hosiery

Mr. Reamer has added ladies' hosiery to his furnishing lines because of the frequency with which ladies come into his store. But they are not the only purchasers of ladies' hose. He finds that men who want a pair of hose for some member of the fairer sex are frequent purchasers. They prefer buying over his counter to going to a counter where ladies serve. This is not only a service to both male and female customers, but it brings a fair amount of profit the year round.

SWISS VISE UNNECESSARY

Mr. Carl P. Huebscher, Swiss Consul-General for Canada, announces that Canadian travellers proceeding to Switzerland will not require a Swiss consul's vise on their passports after April 15. Steamship men welcome the change, stating that it should result in an increased amount of travel to Switzerland.

Brock Fall Styles

"PILOT"
Satan satin finish

"SAXON"
Mixed beaver finish, filbert mixture

"PILOT"
Brush hat, cream, Doe Sheene finish

Publicity for Cut Silk Neckwear

American Interests to Conduct Publicity Campaign For the Greater Use of Cut Silk Ties—Makers up Launch Charges Against Tie Silk Men—Hope to Create Greater Interest in Their Product

TIE SILK manufacturers and cravat makers in the United States are about to commence a publicity campaign such as was undertaken some months ago by the suspender manufacturers in that country to popularize their product and bring it into more favor with retailer and consumer alike. Following a meeting of representatives of these trades a short time ago, this decision was arrived at and plans are already maturing for the campaign. A publicity fund is being solicited and, in all probability, a style committee will be appointed with the intention of formulating something definite on colors, patterns and weaves, giving direction to and controlling the style tendency as clothiers and tailors do, rather than to let it develop unaided as in the past.

Reasons

As to the reasons behind this campaign of publicity, there is, of course, a difference of opinion. Makers up seem to be of the opinion that tie silk men have failed to keep up with the times in the matter of devising and designing silks that either aroused the enthusiasm of the retailer or the interest of the consumer. The result has been a continued sameness in patterns and designs. For instance, makers up claim that the vogue of the diagonal repp stripes was much too prolonged, that new tendencies should have been discovered long ago. Other charges of the makers up against the tie silk men are that they produced silks of poor wearing quality that pulled out of shape after being worn once or twice, that the cravatting consisted of a cotton warp and a filling of fibre silk—all of which combined to turn the consumer against cut silks. The open market policy of the tie silk men is also condemned because they failed to confine their patterns for the high class trade.

Tie Silk Men Say—

The tie silk men say they have an equally strong case against the makers up but, on account of the acuteness of the problem at the present time, they prefer to leave unsaid their grievances and attack the problem as they find it, forgetting differences which would serve no useful purpose to discuss.

An official announcement of the steps that are to be taken will be made in due time by those interested in the revival of the cut silk neckwear business.

Dealing with the outlook in cut silk neckwear, The American Haberdasher says:

"Indications at present point to a revival of cut silk neckwear in the late Spring and Summer. This is entirely apart from the propaganda that is to be started in its behalf. Men will wear clothing of a more or less 'soft' nature, as witness the popularity of sports suits. Then there is always the desire for something comfortable in warmer weather, for golfing, automobiling, etc. All of this is taken to mean that foulards, crepes and kindred materials will come in vogue again.

"New designs in these softer materials will be shown by prominent neckwear manufacturers, with the assistance of the tie silk people, in a short time. They will come in bright colorings, adaptable to the semi-negligee dress of Mr. Man, not alone in four-in-hands but in a big variety of bow ties. The tie silk and the cravat manufacturers have in fact joined hands to produce quality and beauty that will satisfy the wearer and will be offered at a price on a par with the present values of merchandise generally."

The Two Macs of Ottawa, are conducting another contest for the building of bird houses. They conducted such a contest, very successfully, a year ago, the plan being outlined in Men's Wear Review at that time. They are offering as first prize, $20; second prize, $15; third prize, $10; and fourth prize $5.

Scarlet rambler roses climbing up a white rustic trellis, lent a summery touch to this recent display by Goodwin's, Ltd., of Montreal. The fixtures were of greenish-grey color and a large Majolica vase in the foreground also emphasized this subdued tint.

Says Clothiers Have Helped

Deputy Minister of Labor Deals With Problem of Unemployment in Ontario

What steps the Ontario government has taken during the last six or eight months to improve the industrial and unemployment situation were outlined by Mr. Ballantyne, Deputy Minister of Labor of the Ontario government, at the luncheon given by the retailers on Tuesday, February 14th.

Unemployment, he said, was not a modern development of industry; it had been with us for centuries. But the lessons of the war and science made us more keen to reach the solution of these difficulties. The state of currency, and trade conditions all over the world together with political limitations made it impossible that a committee of the Ontario government could solve finally this difficulty of unemployment. Realizing this, the committee deemed it advisable to adopt a plan of co-operation in which the interests of the manufacturer and the workman, the wholesaler and the retailer would be served. By doing this, they believed they might do something real and tangible to improve the industrial conditions throughout the province. In addition, they got in touch with Rotary clubs all over the province, Boards of Trade and similar organizations, asking their co-operation in this movement.

Something More

In speaking of the made-in-Canada aspect of the Textile Exhibition, Mr. Ballantyne stated that the manufacturers must go even further than merely producing an article at a lower cost; that article must be the equal of any other similar article in the world. The question of citizenship was one that should not be overlooked by business men; their aim should be to get a greater population here to buy more made-in-Canada goods. The duty of the retailer, as he saw it, was to secure his merchandise at the lowest possible price and reflect that price to the consumer. His duty as a citizen must enter into his business relationships; he should find out why the purchasing power of the individual was reduced, and why he could not sell as many goods as formerly. If the retailer would find this out and act accordingly he would be doing a good deal toward carrying out the objective of this special committee that worked with the government. Their aim should be to make Canada not only a good place to work in, but a land in which it was a privilege to live.

Clothing Prices Fell

Referring to the index figure for clothing, the Deputy Minister pointed out that it had fallen from November to January, showing that clothing men were endeavoring to meet the wishes of the committee.

Sudden Death of Warren Ogilvie

Was President and General Manager of Eastern Hat & Cap Co.

Warren Ogilvie, 42 years old, vice-president and manager of the Eastern Hat and Cap Manufacturing Company of Truro, N. S., was found dead in his room at the Windsor Hotel, Montreal, recently. He had apparently been dead several hours. A verdict of "natural death" was returned by Coroner McMahon at an investigation.

Mr. Ogilvie and his secretary, Harry Yuile, had arrived on March 6, from Truro on a buying trip. They had intended to go on to Ottawa after completing their business. On Tuesday night they went to the station, but missed the train. They returned to the hotel authorities and had the room opened, who had not felt well before starting on the journey from Truro, retired. It was only when he did not appear at noon that the secretary summoned the hotel about eight o'clock and Mr. Ogilvie was well-known. He had been connected with the business of which he was now manager since it was formed 16 years ago. He was born near Truro and had lived in Nova Scotia for many years.

Stockdale Has Question Box

Pertinent Questions Fired During Convention At Business Counsel

At the conclusion of Mr. Stockdale's address at the afternoon session, Tuesday, several delegates had questions to put to him.

One delegate asked how much money should be spent on advertising in a $100,000 business under present conditions.

Mr. Stockdale replied that the local situation would have a good deal to do with it. In a general way, however, merchants should spend more on advertising now if they wanted to get a larger volume of business.

A second delegate asked what proportion of receipts a proprietor should take out for his salary.

The answer given by Mr. Stockdale was that he should take out what he could get in a similar position for another concern; no more and no less.

Another delegate asked Mr. Stockdale about the best bonus system he knew of.

One of the best known to him was where the salespeople were given a bonus on increased business throughout the whole store, a bonus that was divided on the basis of salaries paid. This got everybody in the store working. To get salespeople working one against the other, he thought, was a bad thing.

HIGH GRADE

Display Forms and Fixtures

Novelty Tie Stand

illustrated herewith is finished in oxidized copper, nickel plate, brush brass or statuary bronze.

Show your ties, handkerchiefs and shirts on this stand. It will display them to their very best advantage.

Send for new catalogue.

Dale Wax Figure Co., Limited

86 York Street, Toronto, Ont.

AGENTS:

E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver
O'Brien, Allan & Co., Phoenix Blk., Winnipeg
P. R. Munro, 259 Bleury St., Montreal

FELS OVERCOATS AND RAINCOATS

Combine the Important Factors of

RIGHT FABRIC **RIGHT QUALITY**
RIGHT TAILORING **RIGHT PRICE**

They are the kind of garments that make friends of your customers and bring them back to your store—that put profits in your sales.

We have an attractive line of English Gabardines and Topcoats for the coming season. They possess our usual features—style, elegance and money value above the average.

Your inspection and comparison of FELS LIMITED OVERCOAT VALUES are invited.

FELS LIMITED

Dubrule Building **Montreal**

Why Jobbers and Retailers

WANT WORK CLOTHES

MADE OF *THIS* CLOTH

Because it *sells.* That's why—and there's no better reason known to business.

All the big Overall and Work Clothes manufacturers use this famous cloth—because it helps sell their line and because its *STRENGTH* of fabric and color has made it the standard for over *75 years.*

Your customers are going to ask you for Work Clothes made of this great cloth. Write for samples.

Look for this boot-shaped trademark stamped on the back of the cloth. It's your guarantee for *Strength.*

STIFEL REGISTERED

J. L. STIFEL & SONS
Indigo Dyers and Printers
Wheeling, W. Va.
New York Baltimore

Stifel's Indigo Cloth
Standard for over 75 years
STIFEL REGISTERED

You will find what you want in

LION SHIRTS

for immediate and Summer wear.

Our present showing for Spring and Summer sorting includes all the desirable materials, shades and sizes. They'll win customers for your store because they're good value and good style.

One of our special features for Spring is the

New Pat. Cuff Style
(2-1)

This cuff is made reversible and can be turned to form a new cuff and makes the garment appear clean. They save time, laundering and money.

We specialize in Silks, Jersey, Crepe de Chine, Habutai and Pongee at most reasonable prices.

A post card will bring full particulars.

LION SHIRT COMPANY
44 Lombard Street
TORONTO

Our Famous 1922 Models

Mounted on a beautiful Louis XVI hexagon 8" and 12" wood base, finished in mahogany, walnut and Roman gold. It will brighten up your window displays. Your suit will fit like a glove on this form.

Write us about it

Delfosse & Co.
247-249 Craig St. West .·. Montreal

"FOUNTAIN BRAND"
Pure Irish Linen Thread

Manufactured by

The Island Spinning Co., Ltd.
Lisburn, Ireland

The BEST Thread Obtainable

Write for samples & quotations

By using "Fountain Brand" you ensure yourself a reputation for good, dependable tailoring.

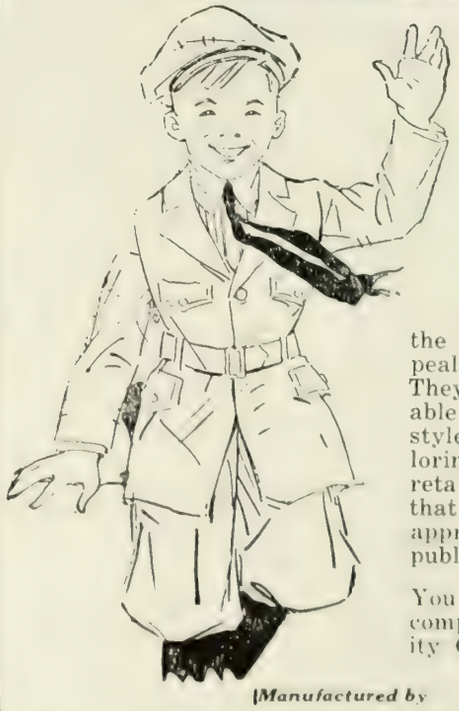
Take this into consideration when ordering your supply of thread.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 554 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg

LION BRAND BOYS' CLOTHING



WE SPECIALIZE IN BOYS' SUITS

the kind that appeals to the mother. They are of dependable quality, smart style, superior tailoring and can be retailed at a price that will meet the approval of the public.

You can beat price competition by Quality Goods.

Manufactured by

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at

Clinton, Goderich, Exeter and Hensall

THE RECORD HAT

You have the story in the picture—a hat that is extremely appealing. In **Beaver** and **Pearl Grey.**

Price $37.50 and up.

For 100 Years
The McGregor Line

has never been made to compete with caps of inferior quality.

There has been refinement and elegance in the styling and a complete response to every fashion requirement—in shape and colors. Our men are now in their territories. Write us to-day to arrange for an inspection.

Hyde & Halliwell

Importers & Wholesale Jobbers

43 Scott Street = = Toronto

Representing Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts.
Messrs. M. Bertish & Co., Ltd., London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

OXFORD BRAND CLOTHES

Every purchaser is looking for full value for his money—durability plus style.

Quality is tailored right into them, therefore, this real quality does not wear off—it stays to the end of the garment's life. They embody all those features that make them distinctive and above the ordinary. From the selection of fabric to the final finishing touches absolute care is taken to assure you of a perfect garment, one which will put the stamp of reliability in your store.

Drop us a postcard and samples will be forwarded to you prepaid. Do not place your order until you have looked over our range.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

"Craftana"

Registered No 262005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Turnbulls

GUARANTEED UNSHRINKABLE
CEETEE
PURE WOOL

PERFECT Turnbull's FITTING

THE BEST INSURANCE OF HIGH CLASS UNDERWEAR TRADE

APPRECIATED BY THOSE WHO WEAR THE BEST

MADE BY Turnbulls OF GALT, CANADA

SHOREY'S

BROCKVILLE, ONTARIO

Successor to

Hall's Limited

Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

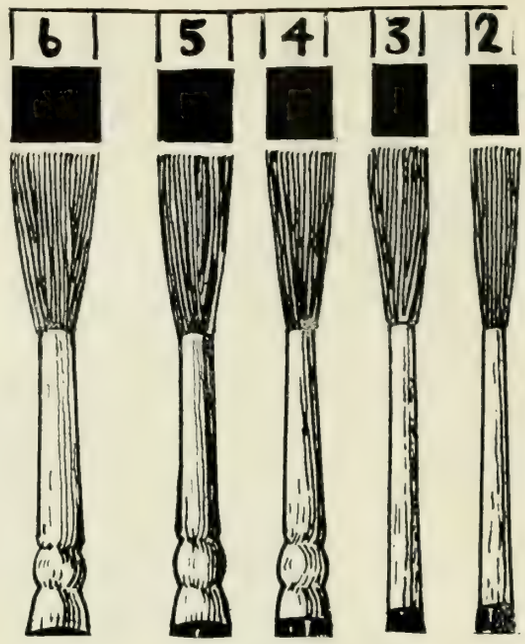
WANTED FOR GENERAL STORE WITH high class trade, manager, who wishes to obtain interest in business. Must have best of references. Write Box 85, Men's Wear, Review, Toronto.

GIMP YOUR PATTERNS

With Hardaker's "EASICUT" Machines
Economical, Fast, Practical, Neat.
E. W. McMARTIN,
45 St. Alexander Street Montreal.

Kwik Showcard School

81 Bond St. Toronto, Ont.



1.20 1.00 85c. 65c. 55c.

Extra Special Offer!

Set of 5 Red Sable Showcard Brushes $3.75

With this set of brushes, you can make the smallest price ticket or the largest window showcard. These brushes have pure red sable hair firmly secured in nickel ferrule and 7 inch black polished handle, and are trimmed ready for use. Illustration shows the width of stroke each brush will make. Every brush is carefully examined before leaving the factory; and with ordinary care will last for years.

NOTE: Brushes may be purchased separately at above marked prices.

Kwik Showcard Colors 35c.

3 Bottles For $1.00

Choice of Colors

Colors specially prepared for showcard work, and are put up in wide-top glass jars. Opaque black light red, dark red, coral red, brown, pearl-gray, lavender, light yellow, dark yellow, turquoise, orange, light green, dark green, light blue, dark blue, white, per bottle, 35c.

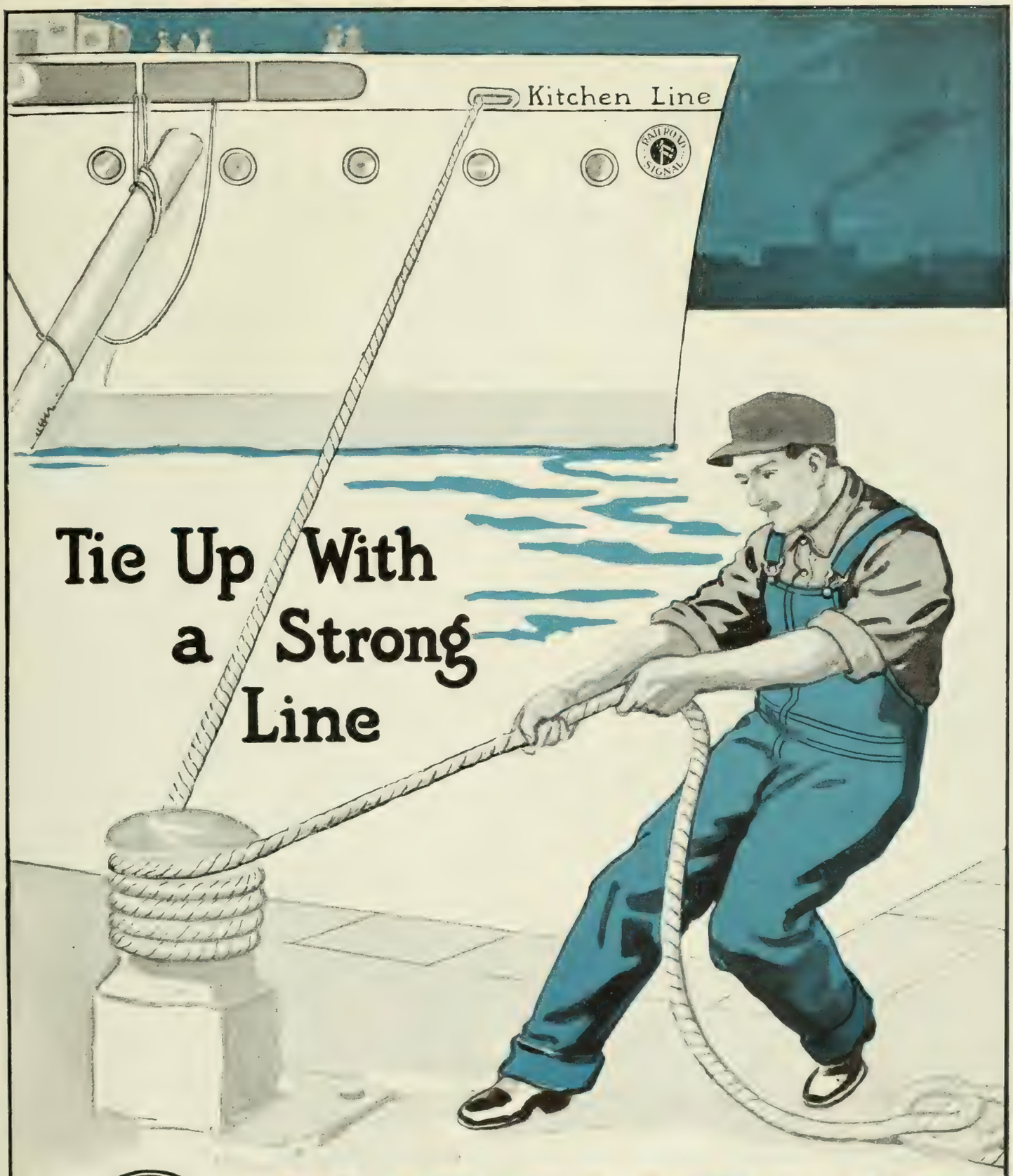
Get this Showcard Outfit $2.00

Just what you want to make attractive showcards and price tickets. Consists of two red sable brushes (sizes 5 and 2) as illustrated above, and two bottles of color (any color) extra special, complete $2.00.

Write for illustrated price list of Showcard Writer's Supplies.

Kwik Showcard School

81 Bond St. Toronto, Ont.



Tie Up With a Strong Line

RAILROAD SIGNAL

The Kitchen Overall and Shirt Company Limited Brantford, Ontario

KITCHEN'S

"Railroad Signal"

OVERALLS

Look
CANT SHRINK
CANT CREASE
"KANT-KREASE"
SOFT COLLAR
1/4 SIZES
5 STYLES

MEN'S WEAR REVIEW

Vol. XII. No. 5 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA MAY, 1922

ARCHER

The

ARROW COLLAR

INTRODUCTION FOR SPRING AND SUMMER IS A COLLAR MADE IN A NEW WAY - A LIGHT FLEXIBLE COLLAR THAT IS NEW IN STYLE & VERY COMFORTABLE IN WEAR

CLUETT, PEABODY & CO. OF CANADA, LIMITED.

FRD

An unusual degree of thought has been put into the designing of Strand Shirts—the grade of materials and quality of workmanship is superb. Through unceasing effort on the part of the makers the fame of the "Strand" has gone ALL-OVER THE LAND.

Our full range is now on the road

Alphonse Racine Limited

60-98 St. Paul St. West **Montreal, Que.**

3 Factories: Beaubien St., Montreal—St. Denis, Que.—St. Hyacinthe, Que.

18 Permanent Sales Offices

Peck's

CLOTHING

MEN'S

YOUNG MEN'S

BOYS'

Frequent turnover is the secret of success in selling clothing. Peck's Clothing is so satisfactory to the consumer from the standpoints of Quality, Style and Price that the merchant handling it is assured of steady sales at good profits. Our salesmen are now showing the fall range.

Our Special Order Department is maintained for your convenience. Do you use it?

JOHN W. PECK & CO.
LIMITED
Montreal Winnipeg Vancouver

Quality—and Price

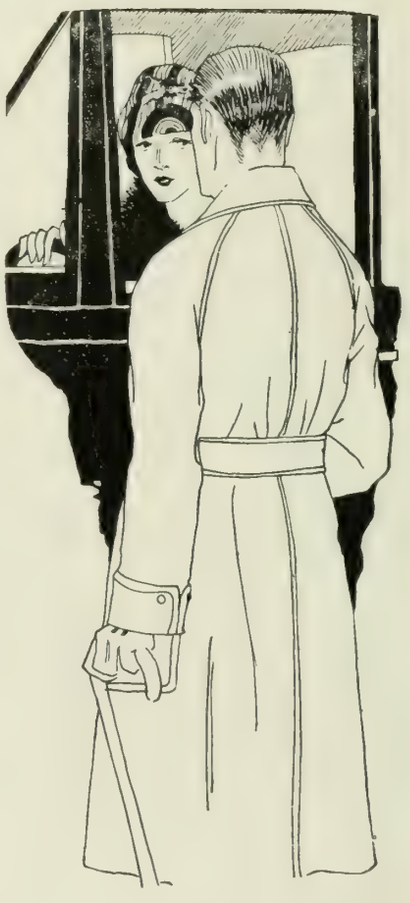
Men will pay fair prices for their clothing when you can convince them that they are getting more for their money.

The one best way to satisfy them on price, is to feature

Check Back Overcoatings and make it worth their while to invest right and get more—price alone won't impress them—talk Quality.

We offer you something beyond price —the best you can give your customers.

Women's Cambridge Ulsters: Many women are asking for coats tailored like men's. These can be handled by you without any extra overhead and as many women accompany their husbands when buying their clothing, you could no doubt interest them at the same time with these beautiful Women's models.



Travellers now out. Don't miss seeing the best range we have shown in years and at greatly reduced prices.

Coppley, Noyes & Randall, Limited

Hamilton - Canada

FASHION-CRAFT

Clothes

ONE MAKE ONLY — ALWAYS THE BEST

THE NEW MODELS for Fall and Winter produced by the Master Craftsman, Mandato, are now ready for inspection.

PRONOUNCED PERFECT in detail, correct in style and workmanship—each model embodying the something different which the well dressed man appreciates.

SUCH IS THE VERDICT given by Fashion Craft agents from the largest cities in Canada whilst in Montreal doing their season's buying.

ORDERS PLACED for stock from these new models demonstrate their desirability and our customers' faith in the designer's ability to produce them.

CHARACTER FEATURES in Fashion-Craft clothes are exclusively their own—Woollens, linings and values for Fall buying most acceptable to the up-to-date merchant backed by the makers' guarantee of satisfaction.

Agencies open where not already represented.

If interested write

PROMOTION & SALES DEPARTMENT

Fashion-Craft Manufacturers

566 St. Lawrence Blvd. - - - - Montreal

Buy Showerproof Cloth by This Trademark

REG° TRADE MARK "Cravenette" PROOFED BY THE Cravenette Co. L^TD

It is your assurance of genuine "Cravenette" Regd. Cloth and genuine "Cravenette" Regd. Showerproof Coats for Men and Coats, Suits and Skirts for Ladies and Children.

It means that you can give your customers Cloth by the yard and Ready-to-Wear Garments proofed by the "Cravenette" Regd. process.

It is well to remind the trade that the word Cravenette does not mean a particular weave or color of cloth, but applies to any cloth rendered showerproof by the "Cravenette" Regd. process.

It inspires confidence and builds up future business to show to your customers the "Cravenette" Regd. Trademark on every yard of cloth and in every garment you offer.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ

BRADFORD
DEPT. G
32 WELL ST

LONDON
128 & 129
CHEAPSIDE E.C.2.

BDA
(COPYRIGHT)

TRADE MARK REG'D
QUALITY
New Era
CLOTHING
IT'S THE QUALITY BEHIND THE NAME THAT COUNTS.

A FEATURE COAT
of
A FEATURE LINE

WHEN WINTER COMES
YOU'LL NEED
POLAR RAGLANS

We take pleasure in advising our customers and friends that our models for the Fall Season of 1922 are ready for inspection.
Our line, which ranges from Busters to Ulsters in Overcoats and comprises reliable clothes for Men, Young Men, and Boys, in the better-to-wear make of clothing is

"Bigger, Better and Brighter than Ever"

It will pay to wait for our representative and see our line before placing orders.

THE FREEDMAN COMPANY

Manufacturers of New Era Quality Men's Clothing and Armour Clad Clothes for boys

MONTREAL

How Do Your Customers Buy?

THE more critical your customers are the easier it is to sell them "Tutt" clothes —because they are tailored from the buyer's point of view. And the Tutt label is surety enough for superior style, fit and finish.

We have still a few openings for special order agencies.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST
TORONTO

Broadway BRAND

Clothes
for exacting men

Co-operation Value Profits

Success and Satisfaction

The clothier who succeeds most is the one whose fabrics please best.

Take Broadway Brand and compare it with any other line for Quality of Material and details of workmanship. They are supreme. You will then be readily convinced that they will make repeat sales.

The buying public want good quality clothing at a medium price. We are determined to meet this demand and greatly increase the volume of business for Fall.

Broadway made-to-measure system will make your store the place where well-dressed men buy their clothes. The system makes it easy for you to give them the fit and style they require. See our large range of CHECK-BACK OVERCOATINGS with that distinctive individuality.

RANDALL & JOHNSTON, LIMITED
TORONTO

"If It's From Fels It Sells"

This is Our Scarboro Model

Overcoats, Raincoats and Waterproofs

—bring satisfaction and profit to every merchant and wearer.

Our attractive Fall and Winter weight Overcoats, English Gabardines and Cravenetted Topcoats are now being shown by our representatives. They are distinguished for their unusual fabrics and skilful hand tailoring, and come in two ranges of prices only.

Have you seen our "Rudge" and "Steve" models yet ? If not, write us for information.

FELS LIMITED

Dubrule Building, MONTREAL

Quality Remains Supreme

The demand is as strong and insistent as ever for well made clothing. Purchasing a good garment is economical buying.

This is true particularly when presenting Leishman Made-to-Measure clothes. These clothes arouse the greatest enthusiasm in their everyday use.

The store selling Leishman overcoats and suits has greater advantages than ever in the worth and value they present to their customers. Every made-to-measure suit is constructed with taste, refinement, high grade art work and made from the highest grade materials.

Our travellers are now on the road with a complete range of summer clothing. See our Fall samples when they call on you.

WM. H. LEISHMAN & CO.
LIMITED
192-4 Spadina Ave.
TORONTO

Makers of the Best Tailored Garments for Men

ATLANTIC
UNSHRINKABLE
The UNDERWEAR
that Overwears
ATLANTIC UNDERWEAR, Limited - Moncton, N.B.

Holding Customers

To dealers who wish to put their clothing department on a more profitable basis Elk Brand Clothes offer just such an opportunity.

Our Men's, Young Men's and Boys' Suits

will strengthen the reputation of your store—because the three fundamentals of good merchandising — Quality— Workmanship — Value, are splendidly apparent in every Elk Brand model.

Our representatives are now out for Fall and have some very interesting lines to show you: Merchants desiring goods for IMMEDIATE DELIVERY should not fail to see our large range. We are prepared to render you quick service.

Write us for an interview.

ELK BRAND CLOTHING

Made by

J. Elkin & Co., Limited

29-31 Vitre St. West, Montreal, Que.

"The Reigncoat"——

Manufactured Under Patent Licensee and Identified by "The Reigncoat" label.

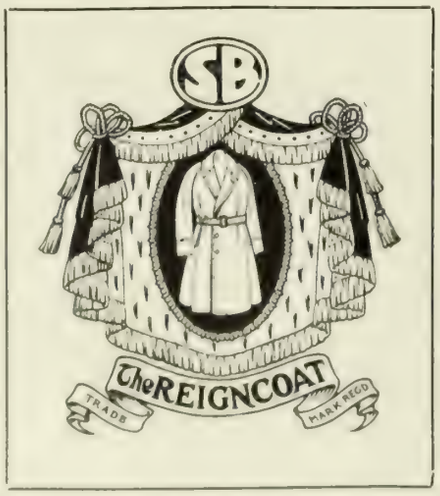
The New Schwartzman Bros. Range for 1922.

An exclusive line of English Woolen fall and winter-weight Top Coats—with check plaid backs, half silk linings and silk bound seams—the newest English and American models in all the popular shades.

The hand-tailoring in these coats is of the very finest and is supervised especially to meet the tastes of men who care. They come in three ranges of prices to satisfactorily meet the general public demand.

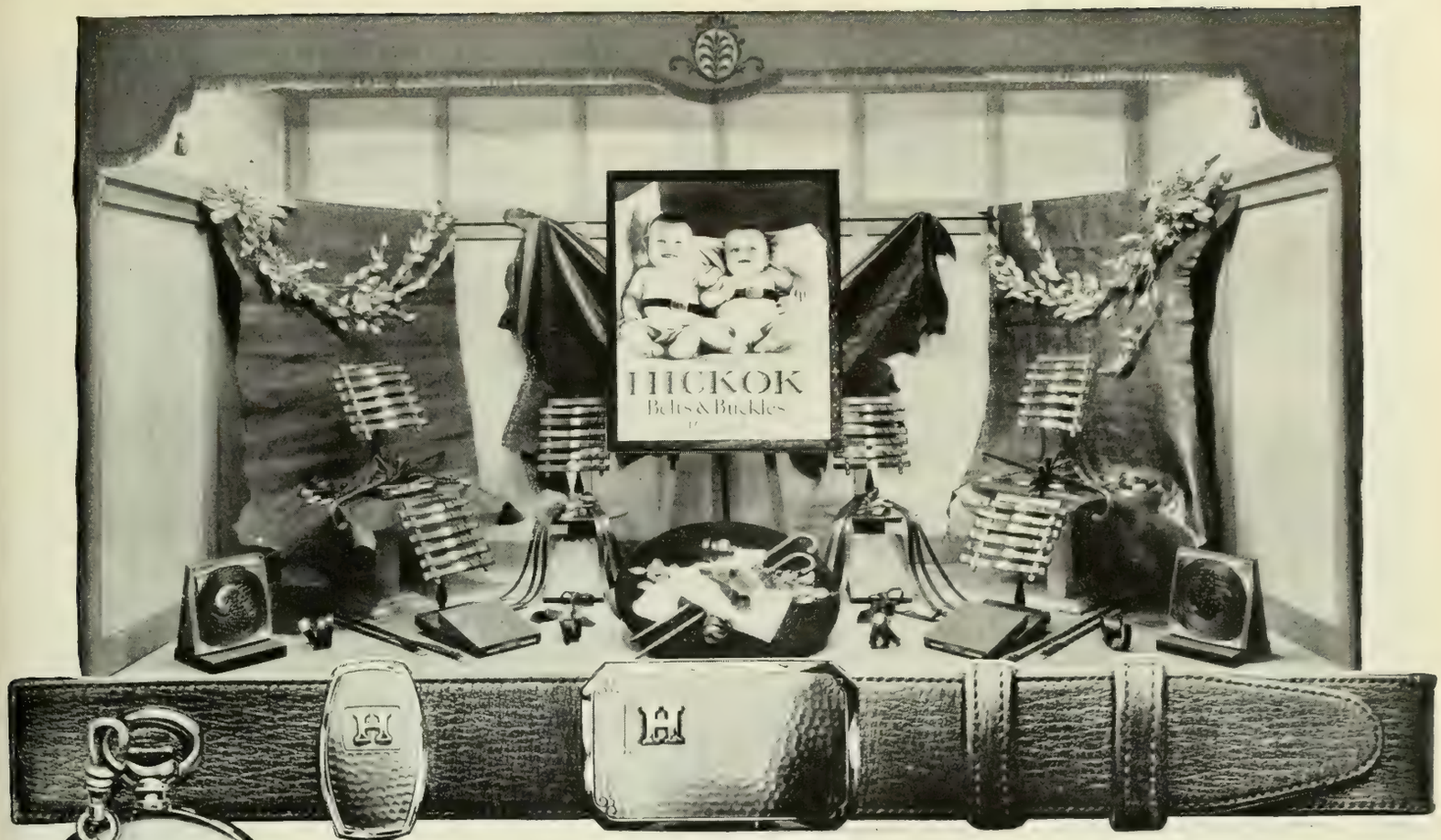
"The Reigncoat" our new creation in an all English Gabardine, is selling far beyond expectations—we are still able, however, to supply our customers with this fast selling line.

Our representatives are now showing these lines. If you have not already seen them—write us.



Schwartzman Bros.
Dubrule Building
Montreal

Exclusive Makers of "The Reigncoat"



HICKOK WINDOWS PAY

TRY out a Window Display of HICKOK Belts and Buckles on one of these bright, warm, Spring days. The results will convince you of the tremendous sales possibilities of HICKOK products. Profit by man's desire to "dress up" in Spring—when the discarded vest or new clothes call for new belts and buckles of distinctive patterns—HICKOK'S, of course.

Some of the best retail stores in this country have reported sales increases amounting to thousands of dollars a week as a result of window displays of HICKOK Belts and Buckles.

Order Your BELTOGRAMS Now

RETAILERS in all sections of the country report enthusiastically that HICKOK BELTOGRAMS make a hit whenever shown. They are doubling the HICKOK sales for many of our dealers.

Orders are now coming in as fast as we can make BELTOGRAMS. Get your order in NOW and be sure of an early delivery—in time for the big Spring and Summer business.

$1000 Prize Contest

Our Big Window Display Contest, now open, will continue until August first this year. Thirty-six cash prizes, amounting to $1000 in all, will be awarded for the best window displays of HICKOK products. WRITE us for details of the contest. If you are not handling HICKOK products now, order enough for a window display. Let the merchandise demonstrate its own enormous sales possibilities.

HICKOK MANUFACTURING CO., Ltd., Toronto, Ontario

Combined Factories Largest in the World Manufacturing Belts and Buckles

NEW YORK SHOW ROOM: *200 Fifth Avenue* CHICAGO OFFICE: *424 South Wells Street*

U. S. FACTORY: *Hickok Mfg. Co. Rochester, N. Y.*

HICKOK
Belts & Buckles

Make Your Work Clothes Out Of *This* Cloth

Your jobbers and dealers are hungry for any kind of Work Clothes made out of Stifel's Indigo Cloth.

They ask you for them—*because* they know garments made out of this cloth have a faster turnover and hold customers *satisfied.*

All the big Overall and Work Clothes manufacturers use this famous cloth for their famous brands—because it helps sell their line and because its *STRENGTH* of fabric and color has made it the standard for over *75 years.*

Another thing about Stifel's Indigo Cloth:

the trade mark is advertised.

This trade mark stamped in the cloth will add *selling power* to your own trade mark on your garments.

Your customers are going to ask you for Work Clothes made of this great cloth. We'll be glad to tell you more about it any time you write.

Look for this boot-shaped trade mark stamped on the back of the cloth. It's your guarantee for *Strength.*

Stifel's Indigo Cloth

A sturdy tough weave dyed a beautiful fast blue. And specially printed so that the white dots of the stripes and other patterns will not break. Write for samples.

J. L. STIFEL & SONS

Indigo Dyers and Printers

Wheeling, W. Va.

New York **Baltimore**

Stifel's Indigo Cloth

Standard for over 75 years

STIFEL
REGISTERED

12 to 18½

In Price Revision Quality is Maintained

11½ to 19

We are giving the trade the benefit of reduced price in raw material and selling our collars at replacement value. Making your money worth 100c. on the $1.00. The KantKracK line is specially notable for their Quality which is always maintained at the highest standard.

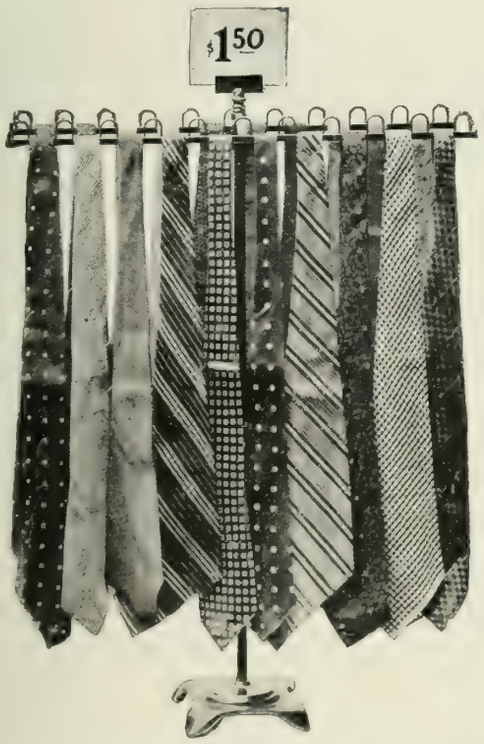
Linen-like in appearance and always up-to-the-minute in style. All the smart becoming styles preferred by your customers will be found in the wide range of KantKracK collars.

Your stock should include KantKracK collars in every style and size.

One Grade Only and That the Best.

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada, 1907



You can put the atmosphere of Spring and Summer into your windows by using more of the

Dale Better Display Fixtures

The better your forms and fixtures the better your sales.

The name "DALE" is your protection.

The Dale Revolving Double Bar Tie Rack will assist you in displaying your neckwear to the best advantage. Your customers can select very easily and quickly, thereby enabling you to increase sales.

Drop us a line for our new Catalogue.

Dale Wax Figure Co., Limited

86 YORK ST., TORONTO, ONT.

Agents: P. R. Munro, New Birks Bldg., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver
O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Winter Overcoats Ready-to-Wear

Materials

Colorings and Designs that are Wonderful.

No Cotton or shoddy mixtures—Only Virgin Wool-Material—that will give entire satisfaction.

Models

They are irresistible! The kind that create a desire.---The kind that are not on your racks when the season is over.---The kind that make the Cash Register Ring.

Price

REAL VALUES at prices that will please the Consumer.

Ready NOW

Travellers are now on the Road---appointments arranged to suit your convenience.

COOK BROS. & ALLEN CO.

LIMITED

Wholesale Tailors

TORONTO

Builders of Good-Will

Men's Wear Review

VOL. XII. MAY, 1922 No. 5

Profits In Sport and Holiday Trade

Retailer Should Formulate Campaign for Drawing in Trade of Various Sporting Elements in His Community—Golf Players on the Increase and Want to Dress Properly—Baseball and Other Popular Games—The Holiday Visitors and Their Trade

WITH THE opening of the sporting season, and the holiday season, just in the offing, merchandising plans should formulate themselves in the minds of the clothier and the haberdasher. An increasing interest has been taken in sports since the conclusion of the Great War, young and old men alike seem to be seeking a new indulgence in one kind of sport or another. Every development of national life provides opportunity for the retail clothier which he should not overlook; in fact, national tendencies frequently express themselves in dress. So intense has been the sporting spirit since the close of the war that clothes, in both men's and women's styles, have become known as sports clothes, and close observers say we have not yet reached the height of sporting craze in clothes. Many retailers make the mistake of thinking that catering to men who want clothes for sporting occasions is the province of the city retailer and the mail order house, and needless to say these two vendors have not hesitated to take advantage of the indifference of the small town retailer. But the fact remains that there is hardly a small town in the country that has not its sporting element, and the requirements of this element are worth getting after.

Golf

Undoubtedly, golf has sprung into great popularity during the last few years and the most unlikely spots are being used for links. The writer knows a little town of 4,000 where there are more than half a hundred golf players who drive several miles for the sake of a game of golf. Their requirements are numerous during the entire golf season. There are many such cases all over the country. The desire on the part of the golfer to be correctly dressed is a growing one. The retailer by display, by newspaper advertising, by letters, can fan this desire into profits for himself. A chart showing correct dress on the golf links, with a gentle reminder that yours is the store where such requirements can be purchased, will pave the way for a fair volume of business that is too frequently drifting citywards. And if this desire is not perceptible in your community—the desire for correct dress on the golf links—it is your opportunity to sow the seeds and, in time, reap the harvest. Many city retailers, during the past Winter months, have paved the way for a good golfing trade during the Summer and Fall, by equipping a Winter links in their stores. Golf players have taken advantage of it and they will naturally seek their golf suits and accessories in these stores. Why has the smaller town retailer overlooked this chance? Many of them have more space on their hands than have the city retailers, but they have missed an opportunity. Right now is the time to shape up for the golf trade. Get ready for it.

Baseball

There is a greater widespread interest in this game than in any other in the calendar sport in Canada. There is not a town in the country immune from its baseball fans, fans who take an interest—a daily interest—in games that are being played all over the North American continent. Anything in the nature of a baseball display in the window, or baseball pictures of current interest, will attract young men who are good spenders with the clothier haberdasher. Interest in baseball in Canada is one, two, three or even four fold. There may be a district league, a Canadian league, a national or international or American league. In a university town there may be an inter-scholastic league—it may be in baseball or some other game. These all prove occasions for the dealer to cash in on if he is disposed to make the effort. James A. Hearn of New York featured a sporting goods window that drew wide attention. Yet it was a very simple one. The background was mostly a large picture of Babe Ruth in the act of hitting out one of his numerous "homers" and in the foreground were baseball toggeries. Instead of showing actual baseball equipment, as this window did, the retailer might use a somewhat similar background, substituting a more local favorite for Babe Ruth, and feature sports' clothes suitable for the occasion. In the case of an inter-scholastic league of some sort, retailers have a splendid opportunity to cater to a wide circle of sporting men and young men and will make an honest effort to get the patronage of young men. To overlook the sporting trade is to overlook handsome profits.

Holiday Season

Plans should also be considered at this time for the holiday trade. In every town and city there are many young men who, during the Summer months, go out of town for the week-end or for a couple of weeks' holidays. There needs are worth considering because of the profits to be had. By various methods which suggest themselves very readily, a careful mailing list of holiday prospects should be drawn up. The live retailer will take pains to inform these young men that they have holiday togs and accessories that are just as up-to-date as those worn by the city chaps. This is another class of trade that too often drifts to the city, and perhaps it is partly due to the fact that small town retailers have not taken the trouble to get after the holiday trade. Mail order houses are eager after this class of trade and they let it be known that they will make deliveries to the nearest post office. They do nothing that cannot be done by the small town dealer if he is so minded to get after it with vigor and in earnest.

There is a particularly good opportunity in holiday trade for the retailer who happens to live near a well known Summer resort. It is easy enough to get the names of frequenters of these resorts, men and young men who come from the city for the week-end or for a couple of weeks. Unless you supply their needs, they do so during the week when they return to the city. They would much rather be rid of the task of selection and, often, cartage back to their Summer resort. A courteously worded letter to such men can be made to be the forerunner of good profits on Summer holiday accessories. There is a certain store in the Northern part of Ontario which outfits a boat, that traverses the lakes in their district, with all manner of requirements of Summer residents. What this store can afford to carry to the very doors of the residents, the retailer in every section of the country can afford to keep in stock.

Ontario Designers Seek Co-operation of Clothiers: Meeting of the Clothing Executive at St. Thomas

More Active Campaign for Promotion of Organization During the Coming Year Outlined by the President—Designers Ask Retailers to Co-operate With View to Mutual Advantage and Saving of Time and Money—Complaint Heard of Action of Some Overall Manufacturers

THE FIRST meeting of the new executive of the clothing section of the Retail Merchants' Association of Ontario was held in St. Thomas on Thursday, April 20th. President R. F. Fitzpatrick of Toronto was in the chair and Messrs. Gray of Chatham, Cull of Guelph, Doan of Niagara Falls, Trull of St. Thomas, Hern of Stratford and the provincial secretary, W. C. Miller were present. A good start to the work of the year was made and there is every indication that the present year will see considerable advancement made with subjects which engaged the attention of the executive during 1921.

Evening Banquet

The occasion was marked by a general gathering of all the retail merchants of the city of St. Thomas at a banquet which was held in the evening at the Y. M. C. A. building. This was held under the auspices of local Chamber of Commerce of which W. L. Agnew is the chairman. The Chamber undertook at this banquet to show the visiting delegates, as well as members of the various branches of the retail trade, what St. Thomas made and sold in a retail and manufacturing way. The tables in the banquet hall were decorated with the merchandise represented by the different branches of the retail trade. One table, for instance, was decorated with groceries, another men's clothing, still another boots and shoes, another automobile tires and accessories, etc., etc.

There were two pleasant features of this banquet. President R. F. Fitzpatrick was made the recipient of a handsome cane from the St. Thomas retail merchants in recognition of the work he has done and is doing in the interests of his particular section. The presentation was made by the provincial secretary, Mr. Miller. In turn, Mr. Fitzpatrick turned around and presented Mr. Miller with a handsome bouquet of American roses, a gift from the Flower City to Mr. Miller for the excellent work he is doing in the interests of the retail merchants of the province.

Better Organization

One of the most important matters to engage the attention of the executive at their first meeting was that of better organization of the clothing men throughout the province. This step was forecast by the president in one of his previous addresses where he suggested that key men be selected from different parts of the province whose particular work would be to better organize the clothing men in their respective sections, make personal visits to their centres, and explain to them the work of the association and show them what had been done for them through the offices of the association. This whole matter was more fully outlined by the presidents to the members present. It will be the duty of the members who come from widely separated sections of the province to get very closely in touch with the leading men in this branch of the retail trade in their sections. They will make a concerted effort to interest them more deeply in the work of the Association, to explain to them what can be accomplished by united action on the part of the retail clothing men of the province if any emergency arises or any question has to be dealt with in the general interests of the trade. The present members of the executive, therefore, are now constituted missionaries in their sections of the province and it is the hope of the executive by the end of the year to have perfected such an organization of all clothiers in the province as will make for greater strength and unity amongst this branch of the retail trade.

Co-Operate with Designers

It will be remembered that at the convention held in Toronto in February some discussion arose with regard to the models shown to the retail trade by the different clothing manufacturers. This matter has advanced a step. At the meeting of this executive a letter was read from William Johnston who wrote for the Ontario Designers' Association. The letter was as follows:—

"At a recent meeting of the Ontario Designers' Association the question of a closer co-operation with the retail merchants was discussed. The meeting was of the opinion that a co-operation of this kind would be of mutual benefit to both organizations. We believe there are many ways in which the retail merchants could help the designers, and also the designers might be of some assistance to the retail merchants. In the past and at the present time, the alteration and bushelling expense is altogether too great and it is said by some of the designers that this could be brought down 50 per cent. We also believe that if a style committee were appointed, a certain number from each organization, we could improve the styles and avoid making so many garments which do not sell, thereby causing loss to both wholesaler and retailer at the end of the season. The Designers' Association feel that the retailers could give valuable assistance in their advice regarding the sudden changes in styles, extreme styles, and in that way could prevent making mistakes.

"If you think well of the suggestion and consider it worth while bringing it before the executive and they in turn think the matter worth while, we would be glad to meet your executive and go into the matter fully."

The executive thought the matter of considerable importance and forthwith appointed a committee to meet the committee from the Designers' Association at a date mutually agreeable. This committee is composed of R. F. Fitzpatrick, Ed. Mack, E. R. Fisher and J. C. Begg.

Other Business

Fraudulent advertising was again up for discussion and it was pointed out that many transgressions of the act were being made in the use of prices. The executive is very active in this matter and other cases are being looked into.

One of the members gave voice to a complaint against some overall manufacturers who, it is alleged, have been selling direct to those not in the trade for the use of their employees. Following this complaint, the provincial office has communicated with the several overall manufacturers and has secured from them their trade policy. Any violations, therefore, can be dealt with more easily in the future.

A complaint came from Niagara Falls of the amount of space being used in the local paper by American retailers from across the border. The executive promised to take the matter up with the government and see if more active vigilance at the borders could be secured.

Glen S. Case of Montreal has recently installed a fine mezzanine floor in his store in the Drummond Building, which provides considerable additional space besides improving greatly the appearance of his well-equipped establishment.

The annual international convention of Kiwanis Clubs will be held in Toronto June 19-22 next, when the Queen City, assisted by other Canadian branches will act as hosts to the visiting clubs. It is expected that many representatives of the men's wear industry will take in this convention as more than 31 different clubs are to be represented at the gathering.

Andersons of St. Thomas Conduct A Boys' Contest; Encourage Knowledge and Development of County

Novel First Prize is an Educational Trip to Toronto, Ottawa and Montreal Where National Exhibition, Houses of Parliament and Large Mercantile Institutions Will be Visited—Objects and Rules of Contest Explained

ANDERSONS, Limited, of St. Thomas, Ontario, have just completed a contest by which they hope to increase the turnover in their clothing department, particularly among the boys of that city and Elgin county. It is to be supposed that the contest will be followed by an intensive advertising campaign for business among the boys in that county, for each entrant of the contest is obliged to give .is full name and address. A feature of this contest that will appeal to the boys is that every one gets a prize, that is, everyone who enters the contest. It may be a small prize, but it is a prize and no boy need feel that his efforts go entirely unrewarded. An indication of the popularity of the contest may be gathered from the fact that the time of closing was extended a couple of weeks on the request of many of the school teachers in that county who, presumably, were being solicited by many of the school boys for assistance in the preparation of their advertisement.

Objects of the Contest.

In making the announcement of the contest, Andersons stated that they had four objects in view:

First:—To get the boys of Elgin County better acquainted with Elgin's largest store —Andersons, Limited, of St. Thomas.

Second:—To advertise Elgin county.

Third:—To encourage the thoughtful study of the advantages, resources, etc., of our own county.

Fourth:—To interest young people in the art of advertising, which is a most effective influence on national life.

The Prizes

The first prize, valued at $75, is given to one boy in each of the three districts who sends in the best advertisement story. The prize valued at this amount is a free educational tour to Toronto, Ottawa and Montreal and return, the trip to occupy five days and to be made without any expense to the boys. The successful contestants leave St. Thomas on Monday morning, August 28th for the National Exhibition at Toronto where they have lunchon and spend the afternoon and evening at the great fair. At 11.15 they leave for Ottawa and breakfast at the Chateau Laurier. In and around Ottawa, they visit the parliament buildings, the Eddy factory, the Mint, and Rideau Canal. In the evening, they leave for Montreal to visit points of historic interest in the ancient city, and many of the leading clothing manufacturing plants, wholesale houses, men's furnishing, hosiery and glove factories. After three days in Montreal, they return to St. Thomas.

The second prize, valued at $15, is given to one boy in each of the three districts. It is a suit of clothes which the boy may select himself. The third prize is a high grade silk shirt or silk shirt waist to fit; the fourth a good all-wool sweater valued at $3.50; the fifth, a leather belt with a sterling silver buckle; and to all other contestants an I.O.U. for $1.00 which is not transferable. This I.O.U. is mailed to any boy as soon as his advertisement is received.

Rules of the Contest

One of the most important rules of the contest is that which makes it a very even contest for all who enter. The older boy who may be presumed to be farther along in his studies and, therefore, more capable, has little advantage over the younger boy. The contest includes boys from the ages of 8 to 16 yars. A "perfect" advertisement for a boy of 8 years requirs only 86 points; whereas a "perfect" advertisement for a boy of 16 years requires the full 100 points. Here is the scale arranged:—

Other rules of the contest are as follows:—

Ages	9	9	10	11	12	13	14	15	16
Perfect	86	88	90	92	94	96	98	98	99	100

1. By advertisement is meant a thoughtful story.

2. The story must contain at least 100 words and not more than 250.

3. The story should deal largely with the outstanding advantages which abound within the county of Elgin.

4. Each story must contain at least one reason why buying should be done within the county of Elgin.

5. The name of Andersons, Limited, must appear once in the story.

6. All boys over 8 and under 16 are eligible for the contest.

7. The contest closes on May 8th. (This was extended from April 14th.)

8. Each contestant may obtain information by reading and enquiry but the story must be told in his own composition and writing.

9. Three advertising experts will examine these advertisements and shall make final selections of the special prize winners.

10. Every boy must sign his name, age, school section and P.O. address at the top of the page.

The other rules of the contest, with the exception of 13 which we gave above, deal with the division of the county into sections.

R. MANDATO

who has taken complete charge of the designing and manufacturing departments of the Fashion-Craft factories. Mr. Mandato has been given an absolutely free hand to produce clothing in keeping with the high-class merchandise which has consistently been the aim of Fashion-Craft to produce. The "New Thing Club," the operations of which were suspended during the last few years owing to unsettled conditions, will be again revived by Mr. Mandato, who will, from time to time, send out models of an advanced style for the approval of the members of the club. Bu this club members will get to know better the pulse of the trade and inclination for changes in styles.

Clothing Executive Bringing Merchants Together; W. C. Miller Outlines Varied Works of Association

Large Banquet Held at St. Thomas at Which Over 250 Sit Down —Provincial Secretary Tells Merchants They Can Learn Much from Organized Forces of Labor—Many of the Activities of the Association Reviewed

ONE THING that the executive of the clothing branch of the Retail Merchants' Association of Ontario is trying to do for the retail trade all over the province is to bring its members together to lay before them the work of the Retail Merchants' Association in its varied activities. Wherever it has held an executive meeting, the local committee in charge of the arrangements has sought to bring together all the merchants in that town or city to interest them in the work of the Association by telling them what it has done and what it can do for them in all matters pertaining to the retail trade.

This was the case at their recent meeting at St. Thomas, where the principal speaker at the banquet given in the Y. M. C. A. building in the evening was the provincial secretary, W. C. Miller of Toronto. Clarence Trull presided at the banquet.

Take Lesson From Labor

Mr. Miller described the Association as a charter body, organized for the purpose of protecting the interest of all sections of retail merchandise throughout the Dominion. They were like Heinz's "57 varieties," each with its own particular set of problems which had to be studied and solved. He regretted to learn that the merchants of St. Thomas had not been so well organized in the past as they might have been because this was an age of organization. They could take a lesson from labor, which having become organized in all parts of Canada, had been able to press their claims upon the Government, and had met with such success that a department of Labor had been created by the Government. The farmers and the fishermen had each organized and had their own departments in the Government, and the manufacturers had their department of trade and commerce. For many years the retailers were without representation of any sort at Ottawa or Toronto, and he often thought that the retailers did not sufficiently realize their importance in the community. "If you take all your retail stores out of your main streets," he said, "there would not be much left of your city. Continue that proceeding throughout the Dominion and you will see that you would have practically no municipalities. The retail merchants represent more combined wealth, and have more money invested in business than any other class in the community. We represent more than the combined wealth of the banks. If you take all their stock, their cash and debts, their wagons and fixtures and everything else the figures will show that the retailer represents the largest merchant class in Canada."

Examine Every Bill

Mr. Miller proceeded to show what was now being done for the retail merchant through the work of the Association he represented. Every bill, he said, that came before Parliament, was closely scrutinized in the office to see if any clause of it affected the retailer in any way, and if there was anything detrimental to any section of the trade then the combined influence of the Association was brought to bear against it. The Association belonged to everyone, and everybody had just as much to say in it as anyone else. It was democratic in ideas, and every member was equal irrespective of the size of his business, his race, color or creed. It was only by co-operation that they could make effective representation to the Government.

Touching on something like forty different matters in the course of his address, Mr. Miller stated that the Association opposed that part of the Workmen's Compensation Act which included the retail trades among the "hazardous occupations," and were successful in getting the retailers excluded. They defeated the Bulk Sales Bill, and they were introducing legislation which would protect the retailer against the unfair methods of hawkers and peddlers. The trading tramp was a grievous question in St. Thomas some years ago, and he was happy to say that the legislation upon that subject was still intact. It was very seldom there was an infringement of that Act, and he invited any merchant who was invited to enter into any scheme of that sort to communicate with the Association before doing so, in order that they could get an official ruling as to the legality of it. They found that many merchants went into the scheme without realizing that they were breaking the law and could be brought into court and heavily fined. Fraudulent advertising was another matter that came under the criminal code, and the clothing section had a censorship committee to which all matters were referred if it was thought that there had been misrepresentation. If the evidence was deemed sufficient for a prosecution, one was instituted, irrespective of who the merchant might be, in the interest of a higher standard of merchandising.

The Business Tax in St. Thomas was 35 per cent., which he claimed was too high a proportion to pay. The Association had been asked to provide the Goverment with information on this matter, and they had circularized the retailers. The result was that 95 per cent. of the merchants of Ontario had been drafted for the amendment of the Food and Drugs Act which absolved the retailer from being found liable for the contents of packet and canned goods, and asking that the fees paid to the inspectors of weights and measures should be borne by the public funds, as the inspection was carried out for the benefit of the public. Mr. Miller dealt also with the efforts in regard to price cutting, and criticized the Board of Commerce, which, consisting of a Judge of the High Court, a railroad official and a lawyer, had the destinies of the retail trade at its mercy. The Association fought and won several cases, and the one which they lost they took to the Privy Council and won. The Association also prosecuted a "Consumers' Association," the principal of which was now in prison. They were now endeavoring to have the cartage charges at both ends of a journey revised.

Than taxation there was probably no more burning question before the retail trades, said the speaker, and in the matter of the Sales Tax the Government had seen fit to place the tax at the source of collection. That was absurd, and for the purpose of the Act some retailers had had to take out a manufacturers' license. The Association took the matter up with their solicitor, and on his advice they challenged the right of the Government to include these retailers as manufacturers. A tailor was selected for a test case, and the decision was reversed, but they had dared the Government to issue a hundred thousand writs unless all were cancelled, and declaring that from April 1 all these people were not classed manufacturers.

Among other matters dealt with by Mr. Miller were the exclusion of oleomargarine, the Produce Dealers' Act, the Division Courts' Act, the Bankruptcy Act of 417 clauses, which he described as being second to none in the

(Continued on page 21)

Spent First Money on Fixtures

"Sell More Goods Than We Have Any Idea Of," Says George Prowse, of Charlottetown, P.E.I.— Has Proved That Better Quality Merchandise Tells in the Long Run—Makes a Point of Keeping in With Athletes

"THE FIRST money we spent when establishing this store was for fixtures," said George Prowse, Charlottetown, P. E. I., to a representative of Men's Wear Review recently. Mr. Prowse conducts The Toggery in this far Eastern city and is known as one of the liveliest merchants on the Island. "After we had arranged to get the right fixtures we next looked for brands of goods which 'had the name' and 'whose makers stood behind the goods.' We also wanted lines that were well advertised and were known by the buying public. We knew that the public would take more readily to the store that was handling this class of merchandise than one that handled any old kind at all. A visit was made to the larger cities in both the United States and Canada and from them were chosen the styles that were most in demand there. This seemed a rather foolish thing to attempt particularly when this is a farming community but we went ahead with our plans and they surely have worked out well.

Choose Better Merchandise

"It might be thought that a community like this would want nothing but the medium class of goods but we have proven that if you offer the better class of merchandise they will choose it in nearly every instance in preference to the cheaper variety. The reason in many cases why young men do not wear the better styles and kinds of clothing is that they can not get them unless they send away to the mail-order houses and this is of course always a most unsatisfactory way to buy clothing. We have talked and shown the good stuff to such an extent that the only way that we can get rid of the poorer grades is to give it away and then there will be a great many who will not take it fearing that there was something very much wrong with it."

An instance of this latter condition was explained to Men's Wear Review by Mr. Prowse when he told of a purchase (a real one he thought) he made in Montreal a few years ago. While in this city he was offered a big reduction in the price of a job lot of sweater coats if he would take the lot, which he did. When the purchase was totalled it was found to be something over three thousand dollars. These were sent back to Charlottetown and offered for sale. They were offered alright but no one seemed to want them even though they were at a figure that couldn't be considered if they had been bought in the regular way. People would come in the store and look at the advertised line and then buy some other. The fact was that the people had been educated by the store to buy only the better lines and when this class of merchandise was offered they did not want it. Many ways were tried in which to dispose of the stock but none had very much effect and later the lot were sold at a big sacrifice in small lots. They cost Mr. Prowse an average of six dollars each and he was only able to realize about three dollars on each, yet at the same time the demand in the store was for sweaters at twelve dollars and up.

Continuing, Mr. Prowse said, "We can sell a hat here for twelve dollars when we can't one at five and a coat will go quicker if fifty dollars is asked than if there is one at thirty. In silk shirts we will sell a dozen to every one at a dollar and a half. The same condition applies to the sale of leather bags."

Advertising

Mr. Prowse has a big connection with the young men around the town and one of the things that has developed this is his humorous nature. This nature has been put in his advertising and it has been carried on so that it has become one of the things the boys look for in the advertisements. It is the opinion of Mr. Prowse that the successful way to write advertising is in just the same way as one would tell the facts if they intended to do so by word of mouth and this fact is one of the big things that make his advertising "pull."

An Athlete

Mr. Prowse is one of the best athletes in the Maritime provinces and while he does not participate actively now he is still strong in promoting things for the younger fellows. Last year he gave twenty-four medals to the best athletes in the two city schools and this year intends to do the same thing. While this helps considerably to boost along the sports for the boys it also helps still more to firmly establish this store in the minds of these same boys for they are going to be the men and the buyers of the morrow. "Always treat the boys right for habits and opinions are formed easily and the only ones for them to see are the right ones. Practically every school boy in the city knows Mr. Prowse and when he meets one he is usually greeted by "hello, George." To some this would seem to indicate a lack of respect but to George Prowse it is mighty good advertising. That is going to bring dollars to this store in the future.

This enterprising man is a great believer in offering the people something new from time to time. One week all the men who visit the store will be given a cigar and the ladies a flower; another week it will be something else, but while these ideas cost the store a few dollars they pay for themselves many times in increased business and also in the publics favor. A couple of years ago, during the exhibition week, a mystery man was used who mixed with the people and gave them a chance to catch him. This went on for a week before a "catch" was finally made, when the stunt ended. This proved one of the best business boosters ever tried out in the store and even to-day there are many remarks made of the fun created in the city by this "stunt." In this instance the lucky man who caught the mystery man was given a suit of clothes free. This of course caused increased interest.

Value of Fixtures

In summing up the interview with Men's Wear Review, Mr. Prowse was very emphatic in explaining how he believed it was necessary to get the proper fixtures in a store. "These sell more goods than any of us have any idea of," he said. "Then if one gets a line of goods that is known he is taking advantage of the advertising that is done by the manufacturer and when the goods are offered to a prospective buyer all you have to sell is the goods, not the maker, too." This he believes is cashing in on the assistance given by the manufacturer. "Stunts and being different in your display and advertising get them every time," continued this man. The people are continually looking for something new and attractive and if the merchant will combine this with his business he is almost bound to get much better results."

CLOTHING EXECUTIVE BRINGING MERCHANTS TOGETHER

(Continued from page 20)

world, the question of minimum wages, the reduction of garage licenses, the Bell Telephone Company charges, border smuggling which they were going to keep plugging at the Government to put a stop to, "punch boards," which are illegal, the marking of the origin of goods, insurance of members, the establishment of a credit retail department, and the examination of freight bills. In conclusion, he asserted that there never was a time in the history of the retail trades when they needed to help one another more, and unless they did so they would soon have no interest to protect.

The arrangements were carried out by a committee consisting of Clarence Trull, F. N. Barrett, L. O. Pearson, E. J. Curran, P. C. Smiley, W. G. Richardson, Harry Jennings, M. J. Callaghan, W. E. Maxwell, George McMurty, T. McIlroy and F. L. Watson.

PRESENTED WITH LOVING CUP

The members of the sales department of Stanfield's Limited, Truro, N. S., presented Frank Stanfield with a loving cup on the 24th of April in recognition of the 50th anniversary of his birthday.

Many Personal Services of the Small Store Will Help Offset Better Prices of the Large One

Allans, of Montreal, Have Many of Them for Busy People on a Busy Corner—In Times of Depression, Work Harder, Says the Proprietor—Free Telephone, City Directory, Changing Bills of Large Denomination, Shelter From Rain Are Among Their Services

IT takes a fairly busy thoroughfare to enable four rival men's wear stores to do business profitably in these days, when they happen to be located "cheek by jowl" so to speak, or just across the street from one another. But every resident of Montreal knows well that seething, crowded, and noisy section in the heart of the city, formed by the intersection of Bleury and Craig Streets, where four of the principal traffic arteries of the big city meet. And every resident who has occasion to risk his life in crossing this same intersection of traffic, who has occasion perhaps to transfer from one of the many street cars, which pass by this point, to another, has at one time or another during the past forty years expressed himself in terms of high praise with regard to one of the four above mentioned men's wear stores. The reason for this particular expression of appreciation is not as might be supposed, due to the fact that the tired business man can conveniently dash in and buy a clean collar or some handkerchiefs in an emergency, although this happens all the time at this particular store, but it is attributed more especially to the fact that everybody, from the smallest child to the old lady who has got lost downtown, as well as all the rest of humanity of either sex, feels as though this store was there to help them out in every kind of difficulty—no matter what. The selling of men's wear, though of course the chief end of its existence, is not its sole 'raison d'etre,' for there are literally thousands of people who recall the store with mingled feelings of gratitude and appreciation because of its service to them in other ways totally unconnected with the sale of any merchandise, but better described as emergency assistance.

Having heard of the unique character of this long established firm, which is known as "Allans"—no hing more or less—a staff member of Men's Wear Review recently interviewed its manager, H. Greenberg, to ask a few details relative to this somewhat unusual kind of service, offered gratis to the public.

Must Emphasize Personal Element.

According to Mr. Greenberg, the small store, no matter of what character, must recognize the fact that it cannot do business after the same methods followed by department stores. In the latter "price" will get business, whereas in the small store, "price" is rarely the reason for any lasting success. The successful small store proprietor must endeavour to supply the personal element lacking in large business institutions and must not only be a salesman himself, but he must be a plugger, wide awake to constantly changing conditions and constantly alert regarding the wants and needs of the community centered about his store.

Interior view of the old established Montreal firm of Allans, famed for its unique services to all comers, whether customers or not. At the back is located the desk where a courteous clerk is ever ready to give any desired help.

Work Harder.

"Business has been bad, I admit," went on Mr. Greenberg, "but that is no reason why any retailer should imagine that there is no use in working all the harder, nor in thinking out new ways to interest and win over new customers. When a man gets most discouraged over conditions, he should try out something altogether new and different for a change, some plan which will give him a fresh viewpoint and demonstrate to the public that he is no pessimist. The average retailer need not feel that because he must curtail expenses drastically, that he is going down hill. That is not true, for nowadays three clerks will often do the work which six did formerly, if work is better systemized in the store and routine is reorganized. In the old days it used to take a large staff of salesclerks to sell 100 suits in a given time, whereas half the number can sell 150 suits now just as well, and the best of it is that the same turnover is made with this reduced staff as in the old days with a large one. We talk of conditions being changed but I do not think we quite realize what the changes mean. In our own case, we have lately endeavoured to win a reputation along other lines than as mere retailers of men's apparel. This is what I mean to convey. A men's wear store located in a busy section such as ours must necessarily supply service that is prompt, efficient and courteous. Goods must be all on view to save customers time, prices must be plainly marked, sizes must be carefully arranged, change must be quickly made and given, parcels wrapped neatly in the least possible time, and so on. I would also emphasize the need of creating an atmosphere of restfulness and comfort about such a store, which will be welcomed by customers because of its marked contrast to the noise and glare of the streets outside. Shady awnings, electric fans, plenty of stools, and a cool, restful color scheme will go a long way to create the kind of atmosphere which attracts either men or women on Summer days, whether they feel interested in merchandise or not.

Trifling Courtesies That Count.

"I believe in going further than this," continued Mr. Greenberg. "We make it known that our telephone is at the disposal of visitors to the store, free. They

may either put in their calls themselves or we will gladly look up numbers and get the party desired for them. Likewise our city directory is placed on a table in a convenient spot, and we always look up the street or name desired so as to save the customer even that much trouble. We keep a clock in our windows which records the standard time of the observatory and can be relied on at all times, and we like to be known as willing to make change for anyone who wishes to take a street car but has nothing smaller than a $5 bill. The conductors here do not give change for any bill over $2 and this often means real inconvenience for many people who have forgotten to have ready change. We will call an ambulance or a taxi, a doctor, or anybody desired, and strangers find us provided with every kind of information regarding streets and points of interest. There is a weighing machine, placed on the main floor, on which anyone may find out their weight without even depositing the usual cent, and outside, we have screwed between each of our display windows on both Bleury and Craig Streets, a number of neat metal match scratchers, so that smokers can get a light without trouble."

Mr. Greenberg also pointed out the fact that on wet days also, people waiting for cars are invited to stand inside the door rather than out on the corner in the rain, as is also the case in Winter, when the store radiates cosy warmth quite as much appreciated as its coolness in Summer.

Equipment Facilitates Quick Service.

The lay-out of the store is well done to carry out the idea of personal service first and foremost. It is double in character, having the furnishing section to the forefront with all the goods displayed in solid oak fixtures under glass. To the rear is the clothing and headwear section, also finished in the same modern type of fixtures with swinging racks capable of displaying a hundred or more garments or hats at once. Indirect lighting overhead provides illumination all day long, as a bright and cheerful appearance is maintained constantly, and the wrapping desk and cashier's office are placed midway between both sections for greater efficiency in serving hurried customers. A daily delivery is maintained by the Allan store also, and any form of personal service relating to clothing is cheerfully performed on request, whether an emergency pressing or mending as the case may be.

Smooth Salesmen With Fake Yarn

There are, apparently, a number of sharp-witted persons operating in Canada whose activities are victimizing not a few men and young men in the matter of purchasing suits lengths to be made up. There is a service here which every salesman can render his clientele and can warn men and young men to be on the lookout for these people.

To Escape Duty

Their stories are all the same which gives rise to the suspicion that there are one or two minds behind the whole scheme. And both men and women are in it, men and women, for the most part, who have a broad Scotch accent. They come to a man with a suit length, or perhaps two, telling him that they brought it over from Scotland. Of course, it is a wonderful piece of Scotch goods, all wool—and all that sort of thing. But they have decided to go to the United States and have learned that it will cost them more than they can afford to pay the duty to get it across the line. Therefore, they are willing to dispose of this excellent piece of Scotch tweed or whatever it might be for a mere nominal price. It is worth twice or three times the money but as a favor, etc., etc., etc.

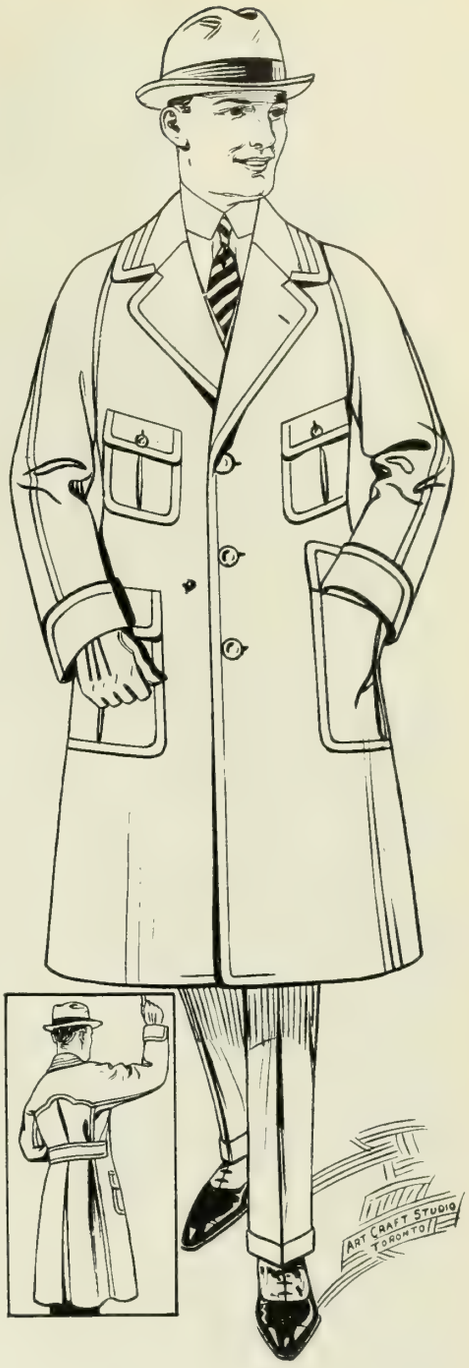
Number Taken In

According to information obtained by Men's Wear Review, a number of people have been "taken in" by these fake operators. We know of one tailoring sho where no fewer than six men and young men have come in, asking them to make up a suit for them from this cloth which they had bought from one of these operators. They all told this tailor the same story exactly; in every case the vendor was just about to move to the United States and wanted to escape the payment of the duty necessary to get their precious piece of goods across the line.

"One man from a neighboring town came in to us with a piece of navy blue serge which had stamped on it "Indigo blue." The quality was such as would be used in a child's dress and for a man's suit was worthless. We put the test on it and found that the indigo stamp was a fake. The man had paid $15 for the length and we told him he could buy a ready-made suit for the same price that would give him much better service. Without exception, the suit lengths that have come to us have been of inferior quality and men have been badly taken in by these operators." This was the story of this tailor to Men's Wear Review.

Warn Friends

Men's Wear dealers might do well to warn their friends about these operators through their advertising. While we have not heard of their operations outside of the city of Toronto, there is no doubt their operations will spread over the country. One customer who came to the store mentioned above received a card from the person who sold the goods and his recollection was that there were two names on it, but he had forgotten the names and had, apparently, lost the card. The suit lengths vary in quality, but for the most part they are very poor and not nearly worth the price that is being demanded. If dealers would issue a warning to their friends to beware of these operators and to thoroughly satisfy themselves that they are getting real value for their money, they will render a service that they will be able to cash in on.



Above is shown a S. B. three-button buttoned through, full skeleton overcoat shown by Coppley, Noyes and Randall, Limited, of Hamilton, and designed by B. Branda. No body lining whatever is used in this garment. It is made with a yoke back and inverted pleat; also a belt all round. The outside pockets are patch pockets with inverted pleats and flaps. The inside pocket is a safety pocket and is so constructed that when documents are adjusted under the tongue or extension of the top pocket, it is impossible for them to fall out, even if the coat is upside down.

The little insert illustrates a feature of this overcoat which gives it the name "Bat." This shows the under-arm tongue which allows the wearer all possible comfort.

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APPEALING TO WOMEN

WOMEN have become a factor to be reckoned with in the men's wear trade; there is every prospect that they will become an even greater factor. For years they have been a factor so far as the purchasing of boy's clothing was concerned; now it is estimated that they do more than fifty per cent. of the buying for the male members of the household. Our social and industrial life seems to have become so complex, so hurried, that men are anxious to be rid of as much of the burden of purchasing for the household—either personal or otherwise—as possible. At the present time, perhaps, there is an additional reason why woman is a big factor in the men's wear trade. We are living in a period of shopping; Napoleon's dictum that England was a nation of shop-keepers might be paraphrased to the extent of saying that we are a nation of shoppers. And women are, by common consent, given the laurels so far as ability to shop is concerned. Not only do they like shopping but they seem to possess the faculty of making a dollar go further than the male member of the human race.

If it is the case that women have become a big factor in the purchasing of men's and boys' clothes and clothing, it is time that more attention should be given to them in all merchandising plans. An advertising man in addressing the Ontario clothiers recently advised that the first thing that a store should endeavor to find out in its advertising campaign was the mark it wanted to shoot at and then shoot to hit. It is good advice. But is the average retailer in a men's wear store certain that he is aiming at the right mark? Has he ever canvassed the situation in his own business to find out if women are in the majority of purchasers in his store? It is a thing easy enough to ascertain and the information, when obtained, might surprise the average merchant who has never really understood the situation. It might materially alter his merchandising, his advertising plan; and the alteration might bring him much more business than he has been getting.

The first step in securing the attention of the woman purchaser is to address more of the advertising to her than formerly. Whether it be through the medium of the newspaper or the circular or the personal letter, might it not be a wise move to address some of this matter to the women? A careful canvass of the customers who come into your store and the character of the merchandise they purchase would provide a valuable lead to such an altered advertising scheme. You would then know what proportion of your advertising might profitably be aimed at the women, what at the men, and the nature of the advertising to these respective classes.

A Suggestion

Style is a mightier weapon in the hands of the average retailer of men's wear clothes and furnishings than many of them seem to realize. We have always hugged the theory that woman is the vainer of the human species and while this may be largely the case, the fact should not be overlooked that there is a good deal of vanity in men. The trouble is that too few retailers to men have worked on this vanity as it might be worked on. There are many men who like to be up to date without being "jazzily" dressed; they are fond of being in style. It is the business of the retailer to keep all men informed of the trend of styles. That type of advertising and merchandising in centres where retailers are too fond of imagining their clientele is not an overly-stylish one might bring surprising results.

The straw hat season is just about to open. Are you planning to feature style this year or are you going along on the same old way by putting in a straw hat window and making the bald and uninteresting announcement that these are the latest in straw hats? By means of comparisons or by a detailed explanation, the difference between the straw hat of 1921 and 1922 should be brought to the attention of the prospective customer. First, he should be informed that there is a difference, then he should be shown the difference. In a window display, if you happen to have a few of last year's straws left over you might make an effective display of this nature, showing up side by side the different styles. In advertising, strong style talks should be used. Style will do more selling than any other argument you can use this year; you should be prepared to use it in every available effective way.

Here is a condition that can and should be righted by co-operation amongst the retailers of straw hats in their respective communities. There is no earthly reason under the sun why good profits should be sacrificed because a custom is long since worn out, the custom of bringing on the sale of summer straws at much too early a date. If retailers in their respective communities will get together and come to see some agreement about the sale of their summer straws, some much-needed profits will be saved.

Profitable Trading With the Boys

Manager of New Department in Ottawa Store Says Meagre Stocks and Poor Assortments Drive Customers Away—Barber Shop Has Become Very Popular—Keep Men's and Boys' Distinct —Ogilvy Store of Ottawa

ONE of the main reasons why boys' furnishings make such a minor showing in the majority of stores which cater to the younger generation as well as grown-ups, is that most retailers regard these lines as unprofitable and more or less a necessary nuisance. As a rule, all the prominence given to buys' furnishings in window displays is that which cannot be avoided, and such merchandise is used mainly to finish off trimming the clothing forms or simply as decorative accessories with more important outer garments. Such arguments are upheld principally by retailers who have limited space at their disposal and are unwilling to devote room to a separate section which, of course, is the best plan to adopt, while at the same time they recognize the disadvantages in stocking boys' and mens' lines together.

The problem has been successfully met by many stores, nevertheless, although the department store has naturally the best chance of success with boys' furnishings by reason of the fact that women are the principal purchasers, rather than the boys themselves.

Studies Boys' Needs Closely.

In answer to a question regarding the means by which the Chas. Ogilvy Company store of Ottawa has achieved such remarkable success with its boys' department, the manager of the men's section, A.W. Kritsch, ascribed it to a constant study of what the boy wants and a very liberal stock of these requirements at the right prices. Meagre stocks and poor assortments are sure to drive customers elsewhere, according to Mr. Kritsch, who is constantly endeavouring to impress upon the minds of residents of Ottawa the thought that the Chas. Ogilvy store stands ready at all times to supply instantly everything that the boy wears.

The boys' department has only been opened a few weeks in the Ogilvy store and is a development of the regular men's section, which proved to be too small to contain both men's and boys' merchandise. Fortunately there was available a fine large stockroom just below the men's section, and no pains have been spared to transform and decorate this new department until it has become one of the finest and most up to date in the store. A broad staircase leads down to the new department which occupies an area of 50 by 30 feet and is equipped with the most modern fixtures and lighting service. Solid oak woodwork and pure white walls, polished hardwood floors and a complete fire proof construction throughout, are the principal features of the layout, but mention should be also made of the new haircutting shop and children's nursery which opens off the main department and is the first of the sort in Ottawa. The hair cutting shop is under the care of a competent barber who is kept busy all day long trimming curls and giving shampoos, and so popular has his immaculate and up to date establishment become that the nursery or play room is continually filled with happy youngsters who amuse themselves indefinitely with the blocks, rocking horse, picture books and dolls provided by the store management. Mothers also find it advantageous to study the merchandise on display in the glass cases or on the tabls, and this likewise results in many additional sales, besides introducing the new department in a more effective manner than would be the case ordinarily.

Keeps Men's and Boys' Lines Distinct

"This new section has developed in a rather remarkable manner," said Mr. Kritsch to Men's Wear Review, "and it outgrew the men's section so rapidly that it was difficult to decide which was the more important of the two. Since opening the new section however, our men's section has gone ahead equally well, and we are of the opinion that it is much wiser to run each independently of the other. It is my intention to feature only high class goods. There is a widespread demand for smart, even expensive clothing and furnishings for boys from 3 to 20 years in this city, and we intend to go after this class of trade as we develop. We already require a sales-staff of four experienced men to handle the boys' trade, and each is thoroughly familiar with the needs, tastes and styles of the average boy from childhood to the stage of "first longs". We have introduced the idea of having tables and chairs grouped here and there down the centre of the department, at which customers may be seated in order to examine merchandise more comfortably and with greater convenience. Later on, we shall have small benches built upon which small boys can stand during fittings. At present, we have one large fitting room which answers our needs."

The publicity methods of the new department are adequately handled by means of a constant display in two of the store's windows, one at the front and another at the side. These displays are carefully done and feature a representative range of smart merchandise, both clothing and furnishings for boys, so that pedestrians cannot fail to learn of the new department. Likewise, good use is made of printers' ink and in addition, the new department is being advertised on movie programmes, especially in connection with the theatre that features the Jackie Coogan pictures, so popular with all children.

The ambition of the manager of this successful boy's section is to make it a busy, efficient, profitable and important part of the organization and even in the short space of a few weeks, he has succeeded in his aim by reason of making a comprehensive study of the wants of boys and meeting these requirements with an intelligently selected stock that is kept right up to the mark as regards quantity, quality and variety.

Better Organized Than Ever Before

At St. Thomas, President Fitzpatrick said—"We believe that this year business is going to be a little harder to get, and will require a little more thought and effort in order to secure it. We have gone through very difficult years, and the majority of us don't really know where we are going to get out at. The retail merchants I consider to be the one class in the community which has borne its losses, as much as 50 per cent. in money in many cases, and we are getting down to brass tacks, down to normal, so that we are now able to do business on a more stable market. We have been criticized in some quarters for not taking our losses, but on making an investigation we found that in the section with which we are familiar—the clothing—prices have been reduced from 40 to 50 per cent. all round, and in some cases even more. That being the case, statistics show that prices are down to a fair market value, and we are starting in on the ground floor. We are starting all over again to put our business on a sound footing, and we are laying plans for studying conditions for the coming season." Mr. Fitzpatrick took the view that the retailers were going to be better organized in the future than they had ever been in their history. The clothing section had visited all parts of the province, but nowhere had they met with more hospitality than in St. Thomas.

As a result of a fire on April 27 the Ontario Clothing Co. of Toronto sustained a $5,000 loss to their stock.

It is reported that an acid proof cloth has made its appearance in England which is being made up into overalls, leggings, gloves, aprons and other articles of wear. Orders are said to be numerous from Canada, the United States and Brazil.

Tke tailor store of H. Krahling of Niagara Falls was entered on April 27 and over $2,000 worth of suitings carried off.

George Sangster, general organizer of the Custom Tailors' Union, is making a drive in Toronto to secure membership in the local union.

Young Men Prefer Woman's Judgment

Madame Maille, of Verdun, Keeps Well Posted on Men's Styles, Acts as Advisor to Customers and so Keeps Trade at Home—Does a Good Deal of the Buying—Handle Jewelry and Perfumes as Side Lines

THERE IS a certain phase of retailing which offers many difficulties to the average retailer and which has been the cause of much pessimism and gloomy foreboding this year among men's wear merchants. This may be characterized under the heading of "catering to high class trade" in the small town—a branch of retailing which is usually regarded as a sort of trade "hoodoo," or else as a mere empty-sounding phrase used to cover up the fact that there is very little profit in the high-class trade anywhere in these days. In seeking for information relative to successful work in this particular line, Men's Wear Review visited several small towns in the vicinity of Montreal to ascertain how customers who prefer high grade merchandise may be lured away from the city stores or the specialty shops of recognized fame, and interested in goods shown by the retailers of their own immediate neighborhood. One such example came to light in the suburb of Verdun, located about half an hour from Montreal, in which the success lay, not so much in the fact that there was no competition in this direction, but rather because this particular merchant has so thoroughly studied his field that he left no loopholes for failure and has thus won the right to term his store a "specialty shop" in every sense of the word.

Spring headwear display shown in one of the windows of the Verdun store of Diogene Maille. This window is effectively dressed considering its small space and owes not a little of its smartness to the soft velour draperies used in the backgrounds and floor coverings.

Men Shoppers Prefer Feminine Aid

When a staff member of Men's Wear Review visited this store, the proprietor, Diogene Maille, was away, but his partner explained the various methods by which Mr. Maille has become successful. His partner, it should be pointed out, is also his wife, and to an immediate query as to whether it was really possible for a woman to run a high grade men's furnishing shop, Madame Maille answered emphatically in the affirmative.

"In a small town, where we all know one another, a tactful, experienced woman can sell men's furnishings just as well as a male clerk,'" she said. "My husband has asked our customers if they would prefer to be served by a young man and they invariably reply that they prefer a woman's taste and judgment. Of course, I myself am thoroughly familiar with business methods as I have been trained in one of the largest Montreal stores and know a good deal about the psychology of selling. I see no reason whatever why any woman should not become well acquainted with what is correct in men's wearing apparel and if she reads trade papers constantly and keeps in personal touch with the new goods from the manufacturers, she should be able to make a conspicuous success of her work. I know they say a woman cannot pick out a necktie for a man, but let me tell you that I not only buy our entire stock of neckties but none of our customers would think of selecting one without my personal approval regarding his choice. I believe in studying what is correct in the large cities, and in offering advice to customers who plainly do not know what they should select. They never mind such advice, and when one has gained their confidence, they become regular customers because they simply cannot do without it."

This theory of women as successful sales clerks in a men's furnishing store is not, after all, so revolutionary. It is being tried out here and there where conditions demand its adoption, but the idea meets with the most success in French communities where masculine taste is inclined to run to somewhat more elaborate details than elsewhere. For example, Frenchmen are extremely punctilious in the matter of adopting mourning for deceased relatives, and after a death has occurred, they immediately betake themselves to their preferred haberdashery store to purchase a black tie, gloves, black bordered handkerchiefs, etc. Thus, there is a real opportunity to be of service to the particular Frenchman and this Madame Maille does with conspicuous success.

Is a Style Authority

"I even go so far as to let it be known that I am an authority on full dress details," she said with a smile, "and I find that my customers take my word implicitly when I recommend such and such a collar as being correct for them. They used to ask if they might take certain furnishings home to get the approval of the family, and this I gladly gave, but this happens very seldom now. They have confidence that I know what is right and I take good care that I am right too."

According to Madame Maille there is no need of a large store in which to sell better class furnishings. It is not the gorgeousness of the surroundings which brings in profits but rather the worth and value of the goods themselves. The store itself in this case is one of the smallest that ever laid claim to be "exclusive," being little more than 20 x 15 feet, with a stock room in the rear. But with a French woman's shrewd knowledge of making the most of things, Madame Maille has utilized every inch to advantage and in the limited space there is adequate room for two large glass show cases full of shirts, a commodious glass fronted fixture for hats, tie stands, and tables for hosiery. There are large mirrors on the walls

which are finished in an artistic color scheme of cream with a deep blue dado. The fixtures and equipment are modern and fully in keeping with the character of the store, which now boasts among its patrons all the professional men and office workers of the town of Verdun. A family trade is the ambition of Mr. Maille, who goes after sons when fathers have once called, and brothers and husbands as well, feeling sure that when one member is pleased, the rest will drop in sooner or later.

Jewelry and Perfumes Profitable

"We keep two rather unusual side lines in our store," remarked Madame Maille pointing to one of the show cases. "You see there that we feature jewelry a little more than you will find in most men's stores. The reason for this is that few jewelers are ever posted on what is correct in masculine accessories, such as studs, stick pins, masonic badges, fobs, tie clips, etc. The average jeweler wants to sell his stock and does not trouble himself much about the style value of his wares. We therefore keep only such jewelry as is really desirable for well dressed men to affect, very simple scarf pins, and cuff links, etc. We make a real speciality of masonic and Knights of Columbus ensignia though, carrying these in both simple and expensive styles, some evene jewel-studded. We also will take jewelry repair work for customers, including watches and rings, etc., and we get this done at low rates by a reliable firm and pass the benefit along to our customers who greatly appreciate this service.

"Our other side line is perfume, which is much affected by Frenchmen in this part. A well dressed Frenchman would never think of using an unscented handkerchief and he is not averse to using a drop or two on his clothing as well."

"Satisfaction—or Money Back"

One of the policies of the store is to exchange any goods which are not perfectly satisfactory to the customer, wtihout question, even to the giving of a new pair of gloves or anything which shows a flaw after the first wearing. "We are glad to exchange anything without question and guarantee satisfaction with every purchase," pointed out Madame Maille who added that she also would take special orders for anything not in stock that might be wanted by a customer, and she also will shop in Montreal for anyone who wishes something not kept in stock. This last service is gratis and is merely done to establish a greater feeling of good will between customers and the store. "We are never taken advantage of in this respect," added this competent woman.

A very interesting point brought out further was the fact that in this remote corner of Montreal, sales of $8 shirts and $5 hats are more frequent than any other kind, and even neckwear is preferred which costs above $1.50. So great has become the demand for fancy furnishings of all kinds that Mr. Maille has decided to add a range of blazers and other Summer accessories to be in readiness for the opening of the "Verdun Outing Club" in the near future.

Display in Theatre Lobby

The store was opened last September and during the past seven months has been so successful that Diogene Maille has acquired the premises next door which he will include with his present store. The absence of local newspaper is no deterrent to the progress of the store from the publicity standpoint, for apart from the two dressed and modern show windows of the store proper, there is also a similar one maintained in the lobby of the local theatre not far away, where patrons cannot fail to see what is new in men's furnishings whether they are going in or coming out. The theatre display also is changed often, plainly priced with neat tickets, and well lighted.

"We have many women customers of course, but we cater chiefly to the young men, for they are the best customers in the end, and are not bargain hunters. We have had a very good year and think next summer will be even better," concluded Madame Maille.

How many retailers can say as much?

INDIAN KNITTED WEAR AT DUNCAN TOGGERY

For as long as the settlers around Duncan, Vancouver Island, can remember the Indians have had quite a little industry in knitting sweaters, coats, etc. from the natural wool clipped from their own sheep. The settlers have esteemed these garments for years because, besides their warmth, they are actually rain proof. In recent years, however, the tourists have begun to notice these garments by reason of the novel and distinctive patterns that the Indians have introduced.

In some ways the garments look like camel-hair goods; in patterns and colour, they are slightly suggestive of the "Navajo rug."

The demand from tourists for these articles of Indian manufacturing has been so pronounced in the last few years that the Powell & Macmillian men's wear store at Duncan has been stocking them, and has done a good business in them.

The Semi-Ready Co. have opened a new store at Guy and St. Luke streets, Montreal, where they are showing a full range of their models.

H. S. JACOBS
who has recently been appointed chief designer and in charge of manufacturing of the John W. Peck Co., Ltd., Montreal.

Men's Wear Markets At A Glance

Reports Indicate That Fall Placing is Being Done on a Light Scale—Manufacturer Says Wider Ranges Will be Shown of Spring Clothing—Retailers Press for Deliveries on Bathing Suits —Sales of Sports Shirts Show Increase—Green as a Color for Fall Hats?

On the whole, business is quiet. Among the knit goods manufacturers there is considerable activity just now in getting out their orders for Summer bathing suits and jerseys and athletic sweaters. Despite the fact that one mill has been working every night they have been unable to prevent many of their customers from pressing them for deliveries. Indications are that the Summer season in all lines of knit goods will be an exceedingly good one and retailers will make a mistake if they are not planning for this trade. With aggressive methods, it is bound to bring in some handsome profits and the turnover ought to be large.

Fall Placings

Fall placings up to this time of writing have been very light; a number of manufacturers go to the point of saying they have been disappointing. Particularly in the West, little business has developed. As one manufacturer of clothing said to Men's Wear Review, "so many merchants there have been doing business on a credit basis and they have about reached the end of their line. They really do not know how to buy for Fall and the possibility is that they will do very little until there is some assurance about the Fall crops." We get the same story from many sources. The general impression is that things will be much better in a couple of months. From one who knows the West very well, we have been told that the general prospects for a big crop are exceedingly good and this man predicted $2.00 wheat this Fall.

Clothing

A traveller who has been in the West for nearly three weeks say that Fall placings have been light. Retail business, he says, is poor and unless there is some improvement in the near future, he fears some trouble for a number of retailers. Practically the same thing is said by other clothing travellers who are in the West. In British Columbia it is somewhat better; in Ontario a little above fair; in the East, the prolonged coal strike is having its effect upon the Fall outlook in clothing. One manufacturer stated that in Ontario all the merchants were placing their orders for Fall but that they were buying very carefully.

The special order business seems to be the very best business in the clothing line. One manufacturer stated to us that when he sent his travellers out, it would be to push overcoatings and the special order business but that the stock business would not be solicited very vigorously. This manufacturer—and other manufacturers agree—believes that it will be a particularly good overcoat season. He says he did not carry over one yard of overcoat material. The price range of this concern is such that, he says, the retailer will be able to market a fine overcoat at $35. It seems that the popular prices will range from $35 to $50, though there will undoubtedly be some lower prices than that, and some higher.

Better Range Coming

According to one manufacturer who has seen a good deal of the suiting and overcoat materials for next Spring, an unusually interesting and attractive range of patterns will be shown for Spring, 1923. This was explained as being due to the fact that in their effort to cut down overhead expenses many of the manufacturers had not put out many, if any, new patterns. Now, however, they have got rid of their stock and are turning out some fine patterns for the Spring season. This manufacturer said that there would be some very fine ones in light shades, and he predicted even a lighter season than any previously.

In Fall bookings, manufacturers say that the light greys have been very strong. "If you should look at our order sheets," said one manufacturer, "you would find that between 80 and 90 per cent. were for light greys in overcoatings." He also believes that blues are in for a stronger season than they have had for some time. The desire to possess something that has not been seen before, that is new, is strong in every man and young man. That is the reason this manufacturer believes that even lighter greys will be in demand and that blues are going to have a good chance for Fall.

Can't Fill Orders

According to one manufacturer who specializes on men's and boys' bathing suits, jerseys and athletic sweaters, he is unable to satisfy many merchants throughout the country with the deliveries he is making. They are pressing him for "speedy action." His own mill has been working every night till, he says, he has nearly got the staff worn out. Bright colors in bathing suits are most in favor; and though he says there is not a great deal of money in supplying sweaters for athletic teams of one kind and another, he says he is getting a good deal of this kind of business. This is only another indication of the fact that there is bound to be a good sporting season this Summer and that retailers should make comprehensive plans to get this trade. The sporting instinct is very strong in this country at the present time and retailers will do the wise thing to take cognizance of it and make their plans accordingly.

Placing orders on Fall underwear are reported to be very encouraging. One manufacturers' agent stated to Men's Wear Review that his business was 25 per cent. higher than a year ago. Retailers, he says, are much more satisfied with the prices than they were a year ago, and seem to believe that a more stable basis has been reached.

So far as the price on knitted goods is concerned, this manufacturer does not look for any recessions at the present time. At the London sales recently the 48's to 56's—the grade mostly used by Canadian manufacturers—advanced about 10 per cent. Finer qualities certainly do not show any recession; the arrow points in the other direction. Another thing that is keeping up the price of this grade of wool is the phenomenal demand for women's and children's stockings in the heather mixtures. This has been like finding a new outlet for this grade of wool and there is, as yet, no slackening in the demand for these heather mixtures.

Hats

Commitments by retailers for Fall hats have, as yet, been comparatively light. Agents say this is especially true of the West, though there has not been much placing even in Ontario. The demand seems to have been for light greys and the lighter, newer shades of brown. One agent who has just returned from a trip to some of the larger centres of the United States says that there is an effort being made by some of the manufacturers of that country to re-introduce green as a novelty shade for fall. This agent knows very well one of the largest retail establishments in Chicago and says they bought a few dozens of them, believing they had a fair chance as a novelty. Behind this effort, said this man, was the desire to bring in something entirely new that would create business.

Commenting on this possibility, the American Hatter in their May issue says, "there is much speculation regarding the fate of green as a color for men's hats. This color seems to have disappeared out of the realm of the men's hat trade except for a scattering of hats here and there seen in the sample lines of the manufacturers. So far as the public is concerned, however, green hats are not seen on the heads of the men on the streets. Neither are blue hats for that matter. Yet there was a time when blue was the decided novelty color in vogue, although it never had the general public favor that was granted to green. . . . The first signs of their (green) return will be apparent this fall in a scattering of colors with a greenish tinge such as a light bronze, of general brown in color, but nevertheless with a green effect and in a similar strain a mouse grey with a tendency toward green."

Neckwear and Shirts

According to one of the manufacturers of neckwear, price appeal is not a very effective weapon with the retailer these days. His interest centres mainly around novelties which he will buy in limited quantities and seems to dispose of them fairly quickly. This manufacturer states that regular lines do not seem to interest the retailer to any great extent. Grenadines are having a good run at the present time. Aside from the excellent Italian creations in this line, many of the American manufacturers have concentrated on grenadines with the result that a fairly wide and attractive range is to be had. The neckwear business is still a hand to mouth business; manufacturers say the retailer is not yet disposed to place ahead.

According to one shirt manufacturer there is a very noticeable increase in the sale of sports shirts in Canada. He has booked many orders for golf and tennis shirts of poplin and duck. The report from a number of manufacturers is that they are being put to a rush to fill late orders for Spring merchandise in this line. It seems to be one of the inevitable evils in connection with a hand to mouth buying policy—retailers all want their goods at the same time and wait till the last minute to place their order for it. Shirts with collars attached and separate collars to match are having a very good run and they promise to be a feature of the Spring and Summer season with the retailer.

Goodwin's of Montreal Give Many Frank Reasons for Reductions on Merchandise

There is always a reason for every reduction that is made on any merchandise whatsoever. That is the belief of Goodwin's of Montreal as expressed in a recent advertisement which they ran in the Montreal papers. It is somewhat of a refreshing change from the too frequent advertisement which one sees in which claim is made that the management is desirous of sharing his profits with his customers in a gigantic "profit sharing event." No doubt, there are cases where this is actually done, that is, where profit is actually shared with the customer, but is it not true that there is another reason behind this desire?

Reductions and Reasons

In the advertisement referred to, Goodwin's devote a good space to editorial advertising in which they make an explanation under the caption, "Reductions and Reasons." "There's a reason for every reduction—anywhere," they say. "What with the changing whims of fashion, the freaks of weather and the unsettled conditions of the markets—and what with the quantities and varieties of stocks we have to keep for personal choice of a city full of people, it stands to reason that nothing but careful and forceful efforts on our part will keep all the stocks moving in and out of the store with any degree of uniformity. Reductions and reasons is something of a change in the public announcement of these efforts. There's a reason for every reduction—anywhere. What is it? That's the question."

Some of the Reasons

They then proceed to give reasons for some of the reductions they have made in their men's wear lines. In a reduction of men's suits from $25 to $17.50 they give as a reason, some sizes are missing and some are heavier than Spring weight. Men's caps reduced from $1.50 to 85 cents is because the colors are not this season's most popular ones. Ties reduced from $1.50 and $1.25 to $1.00 is due to the fact that there are unsold balances and some are a little wider than the new Spring shapes. In the case of shirts where a reduction is made from $3.50 and $2.50 to $1.95 this reason is given, "You might select the style you'd want and find we didn't have your size. But by bunching the remaining shirts and many styles together we managed to present your size in some style." A big reduction in boy's suits from $25 to $12.50 is explained by, "Boys like belted coats better." A reduction on boys' coat sweaters is explained by " they have gone out of date."

Pickard & Pickard's clothing store of Port Arthur was recently entered by robbers and two complete outfits taken away. The local chief of police issued some practical "don'ts " which retail merchants would do well to heed. Here they are:—

"Don't go away and leave the front or back door of your store unlocked. See that the windows are all secure."

"Don't get angry if a policeman calls you in the middle of the night, on finding your premises insecure, and asks you to come and look over your stock."

"Don't leave money in the cash drawer. Leave it empty and see that the cash drawer is open. You can save money by doing so."

"Always display a night light where possible. A policeman becomes used to a light in a store building. If he finds it out, he immediately reports to headquarters."

Are Optimistic on Fall Outlook

Montreal Manufacturers Discuss Tendencies With Men's Wear Review—Believe Retailer's Stocks Are Low and They Will Have Good Season—The Two-pant Suit Discussed From Two Viewpoints—Soft Fabric Overcoats

THE GENERAL opinion regarding the fall price range of men's clothing as expressed by several of the leading Montreal manufacturers this month, appears to confirm the impression that there will be little or no change from spring quotations on suits and overcoats. The average wholesale price quoted ranged between $18 to $20 upwards to $35 less on both suits and overcoats, and the statement was also made by one manufacturer who has just returned from a coast to coast trip (during which he studied conditions in all parts of the country) to the effect that the average retail price for good clothing next winter will be from $30 to $50 with high grade worsted as high as $60 to $75. All these manufacturers emphasized the point that the better class of goods are not cheap, that the cost of woollens has stiffened and the market is tightening. They maintain that the consumer has been woefully misled in thinking that he can obtain a high grade suit of clothes or an overcoat at half the cost he paid in 1919. He reads extravagant statements in the press relative to some bankrupt stock and thinks that the prices asked by stores in the regular way must be extortionate and actually out of all reason. He "falls for" the plausible explanations of the "from factory to you" advertiser who may have good and sufficient reasons for featuring suits at $4.95 each, and does not stop to reckon up the fact that good cloth, expert workmanship, real style and careful salesmanship in fitting cannot be purchased for a five dollar bill. Ergo, there must be something wrong somewhere.

Are Optimistic

In spite of the continued flood of cheap and worthless clothing which seems to have somewhat demoralized the market, manufacturers are very sanguine about the coming season's orders. Stocks are said to be low for the reason that orders last year were so much lighter than usual. Furthermore, there has been a gradual change in the styles offered which is proving of great interest to retailers, and there are very few who are not showing interest in fall samples.

Travelers left this spring for their respective territories during the first week of May and at the time of going to press it was still too early to ascertain what results have been recorded. Certain features of the fall season are, however, determined in advance from previous experience and these have a by no means unimportant influence upon the production of samples now being shown.

Soft Fabric Overcoats

The first of these features which was brought up during conversation by each of the manufacturers interviewed by Men's Wear Review, was the question of the soft fabric overcoating. The problem of the clothing trade this season has been to put out overcoats which would give the maximum of service to the consumer as regards both wearing qualities and smart appearance. The present fashion in men's overcoats leans to the raglan sleeve effect with a full draped back and sides, necessitating the use of a soft finished, supple material. Such a fabric with a fuzzy pile cannot be expected to give the same wear for every day use as does the hard finished, more wiry cloth, yet the consumer apparently demands style before service and then complains when the cuffs become threadbare in a short time. In order to meet this problem in the most practical and satisfactory manner, the larger manufacturers have concentrated upon extra heavy weight cloths such as cheviots, etc., with reversible backs, which are made up with an unlined skirt to show the fancy back of the goods. These coats are being carefully tailored to give warmth and a smart appearance, while at the same time, the texture of the cloth and the firmness of its weave can be counted upon to wear indefinitely. Naturally, overcoats of this description, made up out of imported 36 ounce cloths will have to retail around $60 but the clothier has the assurance that such coats stay sold and are not likely to be returned by a dissatisfied purchaser.

The Two Pant Suit Problem

The next problem which entered into the preparation of clothing samples for Fall 1922 was the question of the two pant suit. From one standpoint, the two pant suit idea has much to commend it while from another there is little to be said in its favour. In this connection two opinions might be quoted, as given by Montreal clothing manufacturers, one of whom is for and the other against the plan of offering two pairs of trousers with each suit of clothes. Said the first man: "The two pant suit is a sensible idea and is bound to appeal to practical men, yet although the idea was originated to stimulate trade, it seems to have lessened in popularity of late months and a reaction against the plan has set in especially in the United States and will probably be felt in this country before long. This reaction is due to two reasons. *First*, because the retailer does not like handling the two pant suit. He argues that it hurts business because it lengthens the life of the suit. It also makes the suit more expensive and very often a customer will not take both pairs of trousers and thus one is left on the retailer's hands. *Secondly*, the consumer argues that when he buys a suit he generally wants it for best wear and consequently does not require two pairs of trousers. If he only wanted the suit for everyday use, he would probably wear any odd pair of trousers he happened to have on hand, with the coat, and so the extra pair would not be necessary at all. The only type of man who likes and wears the two pant suit is the one who must present a good appearance all the time and is particular about the crease and the pressing of the trousers. Such a man cannot get along without two pairs to match and it is he who created the demand."

This manufacturer stated that he was quoting prices for fall on the two pant suit but was not pushing it. He will make them up and the retailer can take his choice of one or two pairs of trousers as desired. He is not afraid that extra pairs will accumulate on his hands and figures that it is cheaper in the end to make additional pairs up now than to do so later, when materials may be depleted in quantity. He quoted an average price of $36 on a navy blue pencil stripe business suit with one pair of trousers, or $45 for the same suit with two pairs. If the extra pair of trousers is wanted of this material, the cost would be $9.75, so that the actual saving made by purchasing two pairs at once is merely the odd cents over and above the difference between the prices quoted above. So far as volume of sales goes, this manufacturer says that single pair suits are by far ahead in comparison with the two pair.

Two Pairs Not Wanted In High Grade Suits

The second manufacturer gave his views as follows: "I am not in favour of the two pant suit simply because it is not desired by the best clss of trade. Really well dressed men never think of buying two pairs of trousers. Furthermore, the cost of making up the extra pair would make the price of the entire outfit prohibitive, and if the extra trousers did not sell the retailer would be obliged to suffer the loss. I have not made any and do not intend to carry any such outfits in my fall sample range. The only concession I would consider would be the sports suit with regulation trousers and knickers, because well dressed men will undoubtedly adopt the knicker suit for golfing or other sports, but that is a different idea entirely."

At their sixteenth annual convention in Chicago, the United National Clothiers foretold the return of "Father's nightshirt" under the disguised name of the "trouserless pyjama." It is double-breasted all the way down to the shins, has double rows of frog-fasteners, and frequently a shawl collar and raglan sleeves.

The report comes from England, with some of London's most famous tailors as its authorities, that the black and white check trousers which were fashionable 30 years ago, will be seen again. They will be worn with patent shoes, white spats, black short coat and waistcoat, wing collar, bow tie, and hard hat.

Above is a picture of the new Fashion-Craft store recently opened in Brantford by Mr. Patterson, who was formerly in Winnipeg. This store is modelled after the Fashion-Craft store of Edwin Bell, Limited, of Hamilton, the appointments of which are very handsome.

Are Again Ready for Business

PEACE CO. OF WINNIPEG HAVE REMODELLED STORE AFTER DISASTROUS FIRE

Peace Co. Limited, of Winnipeg, after being forced out of business for more than three months by the disastrous fire which occurred in the "Fashion-Craft" block on Portage Avenue, has once more opened its doors to the public in the same stand. The entire building has been remodelled and the store which occupies 4000 feet of the ground stage now appears to be among the finest men's wear shops in Canada.

The entire floor, of white mosaic tile, forms an elegant base for the rich mahogany and marble fixtures with which the store is equipped, whilst the walls, finished in grey sand stone blocks, their plainness broken at intervals by genuine tapestries portraying 16th century scenes, give a highly attractive finish to the whole.

Peace Co. have one great advantage in their favor opening their store at this time, as owing to the fire and water which destroyed their stock so that it had to be sold as salvage, they have been able to put on an entirely new assortment of goods in their store bought at present day prices which gives them a decided advantage in operating over merchants who perhaps had to take severe losses in the cost of their merchandise to enable them to dispose of the same.

Are High Collars Coming Again?

Tie Manufacturer Says More Exclusive Dressers Asking For Them—Demand in the South

A Toronto neckwear manufacturer who has been in the business for over thirty years and who claims that he has made many predictions that have ultimately come true stated to Men's Wear Review a few days ago that, by fall, high collars should be worn again. The basis for his contention is that well dressed and better dressed men always drift away from styles that become so prevalant that they lack exclusiveness. He says that the more exclusive dressers first started to wear the lower collars that have been so popular. This style in collars was followed by the narrow ties with stripes and neat designs; this manufacturer says he can well remember a dozen years back when these same narrow ties and low collars were worn. They are again very popular, but he believes that by fall there will be a marked demand for higher collars which will mean larger ties and all-over designs.

To Blame Themselves

Referring to the campaign to be started in the United States in favor of the cut silk tie men, our informant took the view that the makers-up were largely to blame themselves for the slowing up of business because, he says, narrower ties are never the best for trade. The life of them is too long and they cannot be made up to look as much for the money as the larger ties with the larger patterns. Moreover, he says, the narrower tie has been a boon to the knitted tie men. He believes that if the makers-up had stuck to the larger ties and larger patterns, they would have kept their business at a higher level in spite of the general depression in business.

Wearing in South

This manufacturer states that the high collar is already being worn by the men in the southern States, that is, the best dressed or the better dressed men, and that the vogue will work northward during the coming months. He talked recently with a traveller of a large collar manufacturer who informed him that there was a good demand from the south for the higher collars and that they were expecting a good sale of them by fall.

The First Installment

TWO PHOTOGRAPHS OF

This photograph shows the first installation of New Way Unit Fixtures in the store of R. H. & J. Dowler & Company in Windsor, Ont., in 1917. This equipment was installed after a thorough investigation by Messrs. Dowler into the merits of the New Way System as used in men's wear stores both in Canada and United States. The equipment proved successful in establishing this store and keeping expense down to a minimum, until in three years' time it was necessary to enlarge the business.

Watch for description of new store in June issue.

If the New Way System has helped the Dowler Company it will help you.
Full particulars on request.

JONES BROS. & CO., LIMITED

29-31 Adelaide St. W.
TORONTO, ONTARIO

The only manufacturers of the New-Way System in Canada. Beware of unscrupulous imitators.

The Second Installment

THE DOWLER CO. Windsor Store

In 1920 the premises were enlarged to double the capacity and again the New Way System was used as shown above, with again the result that larger premises had to be secured. In 1921 a new building was erected and equipped again with New Way Units, this store described by a fellow-townsman as: "The largest, finest, most thoroughly and modernly equipped clothing and men's furnishing store in Canada," was opened on May 11th, 1922. A full description will be given in the next issue.

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The only manufacturers of the New-Way System in Canada. Beware of unscrupulous imitators.

Selling Headwear by Woman's-Store Method Wholesaler Thinks Men will Buy if Oftener Induced

A Woman Has From Four to Six Hats a Year for Different Occasions—Men Can be Induced to Buy More Than Two a Year if Educated Properly—Essential Points in Hat Salesmanship—How Milliners Do It

DURING an interview on the subject of spring headwear for men this month, a staff member of Men's Wear Review asked a leading Montreal wholesaler if he could suggest any means whereby the sales of hats could be improved by the average salesman.

"There is only one way in which men's headwear can be sold in order to make greater profits for the store, and that way is based upon the methods used in women's stores by the millinery departments. Women's trade has become a four season matter and is just as profitable in spring as any of the other three seasons. Women have been educated to realize that they must wear a hat that is appropriate to the time of year, and they may even anticipate matters by forcing the season and adopting straw in January. I do not necessarily mean to say that men should be forced to buy a lot of hats they don't want, but I believe that there are literally thousands of potential buyers in Canada who would buy one or more extra hats if the right argument were presented to them as is done in the case of women buyers. It is well known that many men buy two hats a year while their wives buy from four to half a dozen, or maybe more. There are ever so many ways in which to sell more hats to men and I think the main reason why headwear sales are generally low in this country is because of a lack of imagination on the part of salesmen."

In order to apply this man's theory to hat salesmanship, the retailer will naturally desire more enlightenment on the methods employed by milliners. Here is a brief analysis of sales methods employed by a leading department store in Montreal which does a large trade with both medium and high priced merchandise.

Two Ways To Analyse Sales

First of all, the millinery saleswoman is taught to study her merchandise, and second, her customers. The merchandise is considered from the standpoint of style, price, comfort and service, while the customer is analysed from the aspects of type, coloring, face conformation, and the occasion or costume to be considered. She is expected to be able to classify and mentally analyse her customer in a few seconds so that the actual trying on and selling can be reduced to a minimum of effort and expenditure of time. The average woman would not dream of wearing one winter hat on all occasions, business, social, etc., nor would she do the same in summer. She realizes that certain hats are distinctly suitable for sports wear, for formal occasions or for every day use, and it does not require much reflection to see how easily the department store makes capital out of an innate desire to look well on all occasions, which is common to all women.

Selling Hints That Count

Here is where the men's wear store can adapt similar selling methods, albeit in a less complicated degree. The headwear salesman should first of all give more thought to his merchandise just as the milliner does, and should know how long the hat seasons are and which types of hats are in demand at these seasons. He should know, furthermore, all the various occasions when a man can adopt a different style of hat to advantage. He should study the colors that fit the different seasons most effectively and the styles that look best in each color. He should be familiar with all the little wrinkles relative to hat salesmanship which will put the customer at his ease and impress him with the character of the store's service, such as guessing a customer's head size correctly; handing him the hat to try on with the bow of the hat-band in the right position to go on at the back; letting him put the hat on himself so as to strike the exact angle, and so on.

Types and Colorings Need Study

After this, the next important point to study is the facial conformation of the men who buy hats. Classify customers in three groups mentally, such as long, round or square-faced types, and according to coloring, such as pale fair types and pale dark, as well as ruddy types and ruddy dark. Generally speaking, the salesman should bear in mind that the man with an average complexion and medium brown hair, can wear any color hat, but the height should be carefully considered in his case. Men of paler coloring should avoid dark shades in headwear, especially black and dark greens and browns. Light browns, greys and tans are for him. Men of more swarthy coloring should adopt headwear of dark hue also, for light shades will only accentuate swarthiness.

The law of proportion should engage the attention of the salesman from the outset, lest the error be committed of selling short round hats to men with full round faces, nor tall, narrow shapes to men with long profiles. Try to sell all hats by means of fitting before a triple mirror which will show the customer the side and back effects as well as the front. Often the sight of the side view will convince a customer at once why a certain model is not for him. Of course, too many hats must not be shown at once, and the choice must be narrowed down to two if possible.

Personal Preferences of Young Men

Just as with women's trade, the headwear salesman has to guess the approximate price his customer will be willing to pay, but after the first trial, a fairly definite idea can be gained. Men do not wear out their hats any more than do women, although they frequently have them cleaned and reblocked. However, service is not such a vital selling point as is a good name or a reasonable price, and in many cases it is the label in the hat which consummates a sale rather than any amount of verbal persuasion. Young men as a rule are more in favour of buying an inexpensive model of stylish effect which can be discarded for a new one at the close of each season. Older men are inclined to select the same type year after year and require tactful handling to convince them of the advisability of purchasing a hat to accompany different suits.

Selling More Straws

A leading Montreal business man once remarked that he never had more than two straw hats a season. One was his last year's model and the other was the hat which he bought when the reduction sales came on, late in July. Here is just one more occasion where the alert salesman can promote an additional sale in straw hats. He can advise the selection of a stiff straw for business wear and a panama for week-ends. He can advocate one of the new caps as well, as ideal for motoring or riding.

There is nothing radically new in any of these hats based upon methods used in women's millinery stores, yet salesmen are inclined as a rule to forget them, and to go on selling one hat per annum to the man who has worked himself to a point where he has already sold himself on the new hat proposition. In this case, intelligent and aggressive work will sell two hats where only one was needed.

"A SPRING STYLE CATALOGUE UNDER GLASS"
This is how Truly Warner, the leading New York hatter characterizes his Easter display which is reproduced herewith. Lavender and gold were the leading color notes, with Easter symbols, plentifully used. All the new color harmonies including sand, tan, golden chestnut, dark brown and silver pearl are included in the range of new hat shown on the Five-Foot Style Shelf of style leaders for the Easter Parade.

IN LAST month's issue of MEN'S WEAR REVIEW was shown an interesting window display of men's headwear from one of the New York stores of the Truly Warner Company, leading hatters in most American cities who have made a scientific study of the matter of window display from the standpoint of timeliness and originality. This month another photograph is reproduced, which shows how Truly Warner linked up the Eastertide season with the subject of hats in a manner quite as novel and arresting as was the Lenten "Mardi Gras" display described last month.

According to a representative of the firm the Easter display was one of the most effective ever shown by the Truly Warner shops and was most successful from the financial as well as the artistic standpoints. "The window background was made of gold panels in Gothic design," he pointed out, "which are centered by lavender panels with potted lilies. On the floor of the window we have used gold paper, striped with lavender, and also mats of lavender felt bordered by gold paper. As usual we have centered the display with an artistic show card which reads 'The Easter Style Parade....Truly Warner'.

"In the center of the window you will note we have placed our Five-Foot Style Shelf, displaying five new style soft hats, with different creases and other novelty effects—our 'big bets' of the season.

"On either side of the shelf we show a group of four different colored hats and in front of the shelf towards the center, we show two derbies, of which one is turned to show the lining...The window shade is also of lavender with fancy gold design. Gold lettering in the center is used to bring out the sentiment 'Easter Thoughts' and on either end of the shade are stencilled lilies in three colors—white, green and yellow. The pussy willows in the rear are not artificial but natural and are quite the most appropriate type of artistic floral effect to employ in an early Spring window of men's wear."

The important matters of grouping and balancing are always given the utmost attention by those responsible for the displays of the Truly Warner stores, but their outstanding feature, which calls for comment among display men on this side of the border, is timely and newsy treatment that never fails to link up the topic of the moment—whether it be the latest achievement of Babe Ruth or the fun and gaiety of Mardi-Gras as the case may be—with the question of hats for men. So successful has this policy of publicity become that New Yorkers say the name of Truly Warner has become synonymous for "hat," and to live up to such a reputation as this, it has become necessary to do more and better advertising, to put more time, thought, and money into window displays and to consider the choice of features from every aspect—artistic, humorous or topical.

The Truly Warner publicity has to pass three tests before it is considered successful. It must be seen; it must be believed; it must convey the sincerity of the advertiser. And by continually doing the unusual thing in a worth-while way, the Truly Warner organization has blazed a trail for other stores, which should be followed up closely to the advantage of retailers in Canada.

Marked Activity in Collar Industry

Manufacturers Say That Price is Important Factor in Retailer's Orders—Regulation Collars Selling in Increased Volume—Heavy Placing of Orders Has Resulted in Allotment System to the Retailer—Inadvisable to Slash Collar Prices

MONTREAL collar manufacturers report exceedingly encouraging conditions in the various branches of the industry this month. "Until this past month orders were placed rather sparingly," said one man, "for the reason that with the various new unshrinkable styles coming out at Easter time, retailers did not want to commit themselves heavily on ordinary soft and starched collars until they had had more opportunity in which to size up the consumer demand in the new models. Our travelers got accustomed to hearing this excuse on all sides, and really it was logical enough after all, though it has resulted as we anticipated in one of the heaviest rushes in April we have ever had. Prices are much more stable than formerly and it is plain to be seen that the consumer wants a cheap collar before he wants anything else. Price has much more to do with the demand on any line than style, we have found, and the one great need to-day is to fix upon prices at which collars can be sold to the consumer to induce quantity buying, for after all it is volume and not individual sales which makes for prosperity in the collar industry. The old idea of selling three collars or half a dozen, as the case may be, for so much, has much more to commend it than the present habit of pricing single collars at a figure which gives higher profit."

Regulaton Style Collars Increase In Volume

"Has the sale of unshrinkable collars tended to affect regular styles to any extent?" was the question put to this man by Men's Wear Review, to which the response was an emphatic negative. "Not in the least, because each style of collar has a distinct mission to fulfil and strange to say, though we cannot begin to fill all the orders for the new style of semi-stiff collar we have on hand, yet orders for our regular soft collars are fully 50% heavier than at this time in other years. The reason for this is quite simple. The new type of collar can only be produced in a plain material, quite devoid of fancy weave or elaboration. Young men to-day are inclined to favour corded or ribbed materials for summer and they constantly ask our dealers why they cannot get an unshrinkable collar in a piqué finish. Retailers tell us that although the demand is very heavy for the new style at present they notice that repeat calls for collars invariably are for piqué or other corded fancy fabrics and the reason is given that the wearer desires more variety. Unless the makers can devise some means of elaborating the weave of the new type, it will not replace or supplant the ordinary style of soft collar."

Allotment Plan Adopted

Speaking of the method of delivery on the new collars to the trade, this manufacturer explained that he had to face a considerable amount of criticism because of the system of allotment followed. Certain retailers in large towns were displeased on hearing that smaller stores in the less important towns had got their stock first and wrote in to ask why this discrimination was made by the makers. It was pointed out in explanation that a rule had been made to deliver the new collar to retailers in each locality simultaneously, and where more than one retailer had to be supplied in certain towns, these larger amounts were not filled until the single orders from villages and townships had first received attention. This method it was felt was fairer to all concerned and did much to relieve the situation when the inevitable scarcity became felt.

Sorting orders on all styles are now coming in freely, and delivery is promised just as early as possible. Despite the vogue of collar attached shirts, there is said to be no falling off in orders this month for separate collars.

Collars As Price Barometers

Apropros of collar prices, there is a strong feeling manifest in leading New York stores against slashing retail collar prices in order to attract customers. The argument is made that cutting collar prices in order to advertise a "leader" for regular merchandise, is bound to re-act unfavourably in the end, for the reason that the price of collars has become the barometer, as it were, by which the consumer judges the price situation in other articles of apparel, and if there is no stability in the one, the other lines are apt to be regarded with equal suspicion and uncertainty by the consumer. As is well known, the collar is one of the very few items of men's apparel bought by men personally and rarely by women. The collar is therefore the one line with which the customer is most familiar from the price standpoint and when he discovers that a certain collar may command half a dozen different prices, he is pretty much inclined to argue that the man who charges extra for a collar will likewise ask a correspondingly high figure for a suit.

Now that wholesale prices on collars have reached some degree of stability, it will be advisable for retailers to co-operate in a similar manner, or at least to discontinue the featuring of collars as a leader or bait with which to lure customers in to the store.

J. A. Robertson, formerly with John Catto & Son, has been appointed manager of the woollens and trimmings department of Alphonse Racine & Company of Montreal. Mr. Robertson saw almost continuous service during the war, and comes to Canada after a thorough training in wholesale business in Scotland.

Easter display of furnishings shown by David's of Montreal.

Style Emphasis Sells More Neckwear

Montreal Retailer Complains That Canadian Retailers Are Lacking in Attractive Methods of Display Which is Responsible for Smaller Sales—Some New Ideas in American Knit Ties—Late Paris Importations

A MONTREAL retailer commented to Men's Wear Review not long ago on the fact that masculine neckwear suffers probably more than any other line of haberdashery by reason of universal monotony of display methods as carried out in Canadian stores. He reasoned that the usual plan of showing neckwear on stands or racks with generally a dozen or more ties to a stand does not tend to enhance the sales possibilities of individual ties and that customers cannot be blamed for showing little interest in new neckwear when so little effort is made to display it in a manner which is at once artistic and interesting.

Emphasizing Style Appeal

Citing the manner in which women's neckwear is displayed in department stores, this man enquired why men's ties and other neckwear should not likewise be shown, smartly arranged in lighted cases with carefully chosen back-grounds together with a few suitable accessories added. He had visited a good many men's wear stores hoping to glean some hints on how to display neckwear in unusual ways, but each time was forced to content himself with a miscellaneous showing of shirts, gloves, hose and ties neatly grouped, as the best inspiration possible. Finally, he decided to originate a neckwear display of his own, in which ties alone were shown, with the exception of a few collars on which the ties were used, and no other decorative note save two or three very smart jewellery novelties which might be appropriately worn with neckwear such as scarf pins, clips or studs. In the centre of each display he placed a showcard on which was pasted a sketch clipped out of one of the current trade papers, representing one of the newest styles of ties and illustrating how this tie should be worn. Underneath was printed the phrase:

"The Prince of Wales Tie. Straight from Piccadilly."
$2.75.

The said tie was a clever novelty bow-tie with double ends which can be tied into a smart bow with no trouble whatever. It was shown in black, white and colors.

Individuality Stimulates Demand

To Men's Wear Review this retailer emphasized the opinion that the only worth while way to go after neckwear business is to play up the style quality of the merchandise. "It's like everything else," he remarked, "we all want to be and live like the man with a pocket book that is larger than our own, and therefore, the retailer who can supply authoritative information to his customers as to what is correct in neckwear need not be afraid that his stock of ties will be left on his hands for long. It is the old fashioned method of hanging up a lot of ties on a rack, hit or miss, with no regard for color or style, with a price card stating that all ties on the rack are $1 that kills good business. That method is all very well in the general or small store which has to cater to less well-to-do customers, but the average retailer is afraid to take the trouble to find out what is new and learn how to display and sell such novelties. That is where the trouble lies."

According to late advices from the American markets, the knit tie with straight across stripes has been superseded by a new idea just developed, which consists of perpendicular college stripes or dark plain colors in a grenadine knit, with slanting stripes offered as well. The new Cathedral stitch in open work effect is another popular novelty in knitted neckwear, especially for summer wear as its lacy weave is light and most effective in such shades as sand or grey with highly colored dots.

Cheap Knit Ties Hurt Business

Leading importers of fine neckwear deplore the flooding of the market with cheap knitted ties which must sooner or later handicap the entire neckwear business. A good knitted tie will outwear most other kinds and the public is fully aware of this but most stores are trying to keep down the percentage of sales in knitted neckwear to a point lower than that of cut silks which are more profitable. A very smart novelty just shown for fall is a scarf of medium width made of corded silk with Roman stripe crossing diagonally in six colors, the stripings being placed about an inch apart. Some still more novel effects have just arrived from Paris and embody some startling combinations of color such as emerald green, striped obliquely with black, red and yellow, in cut silk, and white and black cross stripes on grey, in a knitted tie. Extremely new are the latest bow ties, sponsored by Fifth Avenue for weddings, developed in pale grey silk, figured in green, black and yellow. This style is now adopted by both bridegrooms and ushers in smart weddings this spring and bids fair to become an established fashion notwithstanding its somewhat unusual effect. Bow ties may be of several styles this season, including slightly flaring ends, or else a flaring bow with broad knot and pointed ends, or even the straight club bow. There is a strong feeling in New York against the constant adoption of the grey or mixed black and white tie for weddings, as being too gloomy for the occasion, and it is quite likely that the more brightly colored effects will become the established rule at smart weddings in future. At any rate, the bow tie is likely to be more widely adopted in Canada than it is at the present time, where its possibilities have been largely confined to inexpensive quality merchandise.

The shirt with the two-button collar has taken the fancy of well-dressed men. This one is of imitation silk and is shown with both French and single cuffs. Made also in mercerized poplin, pongee and imitation pongee. Shown by the Deacon Shirt Co., Belleville, Ont.

TRY THIS TONGUE TWISTER.

The McDonald Men's Wear Store, of Ottawa, recently ran an amusing stunt which attracted a good deal of attention to the store's windows. In the window which featured a goodly showing of smart new shirts, was placed a poster which read as follows:

"See our six slick silk shirts."

Anyone who can repeat the above phrase three times quickly without stammering, spitting or stumbling over it, we will present with one of our six slick silk shirts at cost price. Come on in and try it.

The water's fine!

According to a member of the firm, there were few successful applicants but the fun aroused by the idea provided plenty of interest in the store and resulted in increased sales of shirts on the day in question.

F. W. Stewart, Canadian Manager of Cluett, Peabody & Co., Limited, has been elected chairman of the Quebec Division of the Canadian Manufacturers Association. During the past year Mr. Stewart has been the Vice-chairman and prior to that was chairman of the Montreal branch of the Association.

Knowledge of the Science of Salesmanship and Merchandising will Carry Merchants Through

President Mackintosh of the Advertising Clubs of the World Tells St. John's Ad. Men What Proper Education Means to Better Business—Inefficiency in Business Can Only Lead to Blank Failure—New Methods Required

BRAIN work and real salesmanship are two points which Henry Mackintosh, president of the Advertising Clubs of the World, stressed at a recent meeting of the Advertising Club of St. John's, N. B., as necessary qualifications of salesmen and merchandising men to tide over the present period. While the manufacturer might conduct a very efficient and broadcast advertising campaign, Mr. Mackintosh pointed out that the final outlet of the product was through the retail salespeople; if, therefore, this person was only half as efficient as he should be, the outlet of merchandise was restricted just to that extent. Upon the proper education of salespeople, said the speaker, depended the ability of many business men to successfully carry on their business over a prolonged period of declining prices, a period that might extend for twenty-five or thirty years. The president alluded to the fact that many men had left their former pursuits at the beginning of the war-time prosperity to engage in retail business. These men had been temporarily successful not because they had studied the science of merchandising or salesmanship, but because buying was being done on an extravagant scale, and all that was required was some merchandise and a place to sell it. These people, he said, were bound in time to hit the wall but any man who would devote himself conscientiously to the problems of doing business on a falling market and correlate his selling and his advertising might escape these consequences.

Must Learn New Methods

Continuing his address, Mr. Mackintosh said, in part:

"There never was a time in the commercial history of this continent when it was so urgent that we business people get together and discuss conditions thoroughly and carefully. We have got to learn to do business to-day on an entirely different basis from the last quarter of a century and for another quarter of a century to come we will have to do business upon this new basis.

Colonel Ayres, the government statistician who founded the statistical department for the American Expeditionary Forces over in France and then came back to Washington and investigated price figures running back more than a century, has prepared a very interesting chart which shows us that the extreme peak of high prices over which we have just passed is nothing new in the history of our country. We have heard people talking as if this last burden of high prices were something absolutely unparalleled in the history of this country, while it has happened precisely three times the same way. Three times prices have gone up 250 per cent. above the starting point. The first time, after a slow climb of thirty years, that peak was reached in 1812. The war of 1812 accelerated the climb of high prices so much that they toppled over and started down.

"Then for twenty-five years that downward path continued until the bottom of the valley was reached. Once more prices started slowly to climb until after a quarter of a century the war of 1861-1864 accelerated the prices and toppled them over. Again they started downward and kept going down for a period of twenty-five years when once more they started up for twenty-five or thirty years until the great war accelerated them enormously and again they toppled over and started down.

Prosperity and High Prices

"Prosperity and high prices have nothing in common. If high prices meant prosperity, which would be the most prosperous country in the world to-day? It would cost you (but I hope it won't cost you) 1,500,000 roubles to-day to buy a suit in Russia. It would cost you 2,000 roubles to send a first-class letter. If high prices meant prosperity, obviously a country having prices which have reached such high levels would be the most prosperous in the world. In reality, of course, high prices have nothing to do with prosperity. The only relation is this: How much in commodities can a man get for what he earns by his labor? How much will his effort buy him?

"Most of the selling in America is done of course by retail salespeople. It isn't done by highly skilled specialty salesmen. And these salespeople look upon the proposition of creating desire and concentrating it upon certain goods as work. Human nature naturally flees from work and retail salespeople in the last four or five years have not had to sell goods.

"As a result we find to-day that we are obliged to meet an increased resistance with a very much lowered pressure.

"I like to lift a simile from the electrical industry. The electrical people have a law they call Ohm's Law. Ohm's Law tells us that volume always equals pressure divided by resistance. Now Ohm's law of electrical industry applies just as thoroughly to selling, does it not? Sales volume always must equal sales pressure divided by sales resistance.

When the Sale is Made

"I like to compare the process of distribution to the creation of a vast pipe line leading from a great tank into which the producer pours his manufactured article. The first link in the pipe line of distribution is the merchandise broker. Then there is a joint of transportation, carrying on to the second link, the wholesale house. Another joint of transportation carries that link on to the great jobbing house, and again there is a joint of transportation which carries on to the last link in the pipe line, which is the retailer. Now the manufacturer who thinks that he has made a sale because he has moved his merchandise out of this tank along to one or other links of that pipe is making a great mistake. Brokers, wholesalers, jobbers and retailers do not use merchandise; they merely handle it. Let a manufacturer move a thousand cases of his merchandise into the warehouse of a wholesaler and until that merchandise moves along the pipe line of distribution to the ultimate consumer, the only effect is to clog the pipe line at that point.

"The only sale that really counts is a sale made to the person who will wear the stuff out or eat it or in some way render the reproduction of that merchandise necessary. The merchandise must pass clear out through the end of the pipe before the sale has really been completely made. At the end of the last link in this pipe line of distribution we have a tap, and through that tap ninety-odd per cent. of all merchandise sold in America must pass and does pass into the hands of the ultimate consumer. That tap is the retail sales person behind the counter. Experiments made recently have shown us (in the case of our experiments at least) that this tap is just forty-five per cent. open to-day; that fifty-five out of 100 sales made by advertising are killed by salespeople.

"Advertising seldom sells goods. Advertising does not sell goods except in the case of the great mail order houses, perhaps, and the companies that deal directly with the consumer. All that advertising may do for most of us is to bring customers into stores where salespeople may either sell them goods or kill the sales, as they did in fifty-five per cent. of the cases of our test.

"We don't sell articles, we sell the need for or the use of an article. Twenty years ago Mr. Simmons, of the Simmons Hardware Company, said to the salesmen in hardware stores: 'Don't try to sell augurs; sell the customers holes and he will have to buy an augur to make them.' The same thing is true of everything that you and I try to sell. For example, let's take the case of men's overcoats. Perhaps you think you bought an overcoat last Fall? You didn't buy an overcoat. What you bought was warmth, comfort, protection, style, fit, appearance. You bought the functions of the overcoat. Every woman who buys clothes buys style first and the other considerations—she does not buy a cloak or suit; she buys the function of the cloak or suit to her. It is always true that what we must sell is the use to which the article is to be put. To find that use we must look at the article through the eyes of the prospective customer and consider what could the customer do with this article if she or he bought it.

"It is a fact that the good will of our customers on which the success of our business depends no less than the reclaiming of fifty-five per cent. of sales which might be and are not made as the result of our advertising, rests in the hands of retail salespeople. What are we going to do about it? What are we going to do to realize that fifty-five per cent. of lost sales? The answer must be found in education.

A Campaign of Education

"The Associated Advertising Clubs of the World are, without question, the greatest marketing organization in the world, and therefore we have felt that it was our duty not only to get in back of a movement for better advertising, but to enable the retailers using this better advertising to secure its full benefit through backing it up by better salesmanship. Therefore our educational department has prepared two courses, one a short course in advertising which the retailer—or the person in his establishment who takes care of his advertising—may take up, and the other one a short course in retail selling for the benefit of the salespeople in the retail stores. The short course in advertising is generally put on by our local advertising clubs, and is meeting with great success in all parts of the country. Some of our clubs are also putting on the short course in retail selling, while, in other cases, the retailers prefer to put this course on in their own stores."

Damage to the extent of several hundreds of dollars was sustained by the New Brunswick Overall Manufacturing Co. of St. John in a recent fire.

Complications of the Sale Tax

Dominion Secretary Trowern Reviews Some of the Troublesome Cases That Have Arisen as Result of the Tax—Case of Pedrick & Palen, Merchant Tailors, of Ottawa, Goes to the Former—Hopeful of Amendments

WHEN THE present Sales Tax Act was placed on the statute books by the Dominion Parliament it was not intended that a sales tax should be collected from retail merchants. During the carrying out of the operations of the Act by the Department of Customs and Excise, the officials of the department, however, included a number of retail merchants in it and called upon them to pay a sales tax as manufacturers.

The principal ones were retail cake and pastry bakers, confectioners, carriage and waggon dealers, druggists, electrical dealers and contractors, florists, furriers, harness and leather goods dealers, hardware dealers and tinsmiths, jewellers, merchant tailors, milliners, monument dealers, optometrists and opticians, photographers, picture framers, job printers and publishers, etc.

Objection was made by The Retail Merchants Association of Canada to the action of the Department, and in order to test the validity of the act a suit was taken by the Government against Pedrick and Palen, merchant tailors, Ottawa, members of the Association. The case came before the Exchequer Court and Judge Audette gave judgment in favour of the Association. This case applied to milliners and dressmakers, as well as to merchant tailors, none of whom were considered manufacturers Following this judgment, the Act was amended by adding a clause which excluded all those Retail Merchants who make goods to the order of their customers.

Another suit, however, was instituted by the Government against Karsons, Confectioners, of Sparks Street, Ottawa, members of the association, and Judge Gunn, of Ottawa, rendered judgment in favor of the association's contention. A further case was taken against the same members, Karsons, in the Exchequer Court and judgment was returned in favor of the plaintiff. The amount in dispute was about $200.00 and the court costs were $409.09, not including the solicitor's costs on both sides. An appeal was taken by the association against this judgment to the Supreme Court, but the court, having the right to decide whether to go on with a case or not if it were less than five hundred dollars, decided not to take it up.

While the above cases were proceeding another case was taken by the Government against Messrs. Aunger & Robertson, Limited, job printers in Saskatoon, Saskatchewan, who are also members of the Retail Merchants Association of Canada. This was a case wherein the Government claimed that a job printer who printed any articles for stock or sale in his retail store was subject to a sales tax. The Retail Merchants Association of Canada, who defended the case, contended that they had no right to pay a sales tax, and the Judge decided in the Association's favor. The following is a copy of the judgment:—

In the facts agreed on in this case by counsel, and they appear to me sufficient for the purpose in question, I am of the opinion, following the judgment of the *King vs. Pedrick and Palen*, that the defendants are not liable; and the only doubt I have had in my mind was caused by the fact that in the regulations the nature of the business carried on by the defendants, namely that of job printers, is given as an illustration of the status of manufacturers. It appears to me however from the judgment to which I have referred that the defendants cannot be said with any degree of real accuracy to be manufacturers within the meaning of the Act. Their business, in fact, one might almost say their entire business, is that of retailing to the consumer, because I cannot think that the isolated instances, in which they worked for the parties mentioned in the statement of facts who carry on similar business, puts them in the class of manufacturers. This is a very short ground, but there is no use spending time elaborating it; it is amply covered in the judgment referred to. And the result is that there must be judgment for the defendant, and the action dismissed with costs.

Dated at Saskatoon this 25th day of March 1922.

(Signed) Judge McLord.

Owing to the uncertainty of some of the clauses of the Act, The Retail Merchants Association of Canada is hopeful that it will be amended so as to avoid any further litigation or uncertainty. Retail merchants as a class do not object to pay any portion of their fair share of taxation, in fact, they pay the largest share of any class in every municipality, and all taxes that are paid to the Government by manufacturers or importers are passed on to the retail trade, and in fifty per cent. of their purchases and sales they are unable to collect it but are forced to absorb it in their overhead expenses. They say that their chief desire is to see that all systems of taxation are levied equitably.

Tip Top Tailors have opened a new branch at 87 James street north, Hamilton. J. Burton is the local manager.

Men's clothing workers in Chicago recently accepted a wage reduction for a three year period averaging about 10 per cent.

Robert Ltd., are opening a store at 396 St. Catherine St., West, Montreal, where they will carry a large stock of men's and boy's furnishings.

The Art of Showcard Writing

How to Master the Egyptian Block, One of the Most Popular Alphabets—Roman Capitals and Their Formation—Mental and Physical Attributes—A Word of Encouragement to the Beginner Value of Persistence

By Jalexo

Herewith are illustrated the elementary strokes which comprise the component parts of Gothic lettering. Gothic characters are of uniform thickness throughout as in the plate of numerals shown on opposite page. In point of construction, Gothic resembles Roman, in general outline, the roman alphabet differing because of its accentuated lines. Gothic is used extensively for display lines on showcard lines which are intended to stand out in bold relief to attract the eye. Gothic must be used with good judgment. Many cardwriters use Gothic numerals in company with alphabets of another classification.

The numerals illustrated in this article were executed in the "one-stroke" system. That means, each stroke was done with one stroke of the brush. Of course there are several distinct strokes in some figures, but strokes must be done separately, lifting the brush after each stroke. In practising the elementary principles in this lesson, observe the same rules applying to the Roman strokes shown last month in this series. Gothic is acknowledged to be more difficult to do than other common styles. The chief feature of Gothic lies in the uniformity of thickness. A Gothic numeral or letter which varies in width at certain points, is more noticeable than a slight irregularity in the Roman. The Roman letter, consisting of accentuated lines, permits of more freedom.

It is observable that any student of showcard writing may attain marked efficiency with his practice strokes during the course of a week or so of continual practice. The real trick of showcard writing begins when you have to put these strokes together into a letter or numeral, to arrange those characters into a word and to combine the words into an announcement. Assuming that you have a good working knowledge of the strokes, let us consider further how to put them together.

Proportion Stroke To Letters

It is primarily important that you suit the width of stroke to the height and width of the character. An examination of the Gothic plates in this lesson will make this point quite clear. You can see that the numerals for example contain strokes which do justice to the size of characters. Different cardwriters show individual taste in this respect. Some prefer medium lettering, while others adhere to the Condensed. By Medium is meant that the characters are contained within a square. In other words they are as high as they are wide. Condensed Gothic is in such popular usage as to be considered a favorite. This is perhaps because more words of Condensed can be put in a line, than would be possible

with Medium. Space on the showcard is limited and a heading set in Gothic Condensed occupies less space, yet is quite legible. To correctly join the strokes of a character in which two or more strokes are used, requires some skill. By way of illustration take the figure 2 in the Gothic plate. Note the three strokes required in the making. The first stroke is a short curved one which commences at the topmost part of the figure and travels toward the left, as per arrow. The finishing touch to that short stroke is a knack in itself for the beginner to acquire. It is done by carefully watching your brush as you pick it from the card or paper. Watch the movement of the hair and see how it curves around as you give your brush the necessary inclination that way. This seeming detail is something that requires serious consideration. To do this well means that you have learned to "finish off" the curved strokes. The second stroke of the figure 2 is begun well over on top of the first stroke, so that when the brush actually starts on the second stroke the joining will not be noticeable. This, of course comes from practice. Expert showcard writers do this quite mechanically without even a thought of the matter. It simply becomes a habit, and the two strokes melt into each other as a matter of course.

Test The Patience

The third stroke in the figure 2 is done by drawing the brush from left to right. This stroke begins by overlapping the bottom part of second stroke. The end of this third stroke sometimes requires touching up. This is done by making a short perpendicular stroke on the extreme end of third stroke so that the outside of the brush makes a clean-cut edge. This last detail should be done with very little colour on the brush. The figure 2 has been chosen for illustration because it contains the principles involved in all of the other numerals. To thoroughly master the figure 2 is to make short work of the others. The beginner will experience some difficulty at first—but only at first. This is because his eye and hand have not become sufficiently trained.

It is these details which at first test the patience of the beginner. The student is inclined to marvel at the magic of the expert's brush, but the expert has become proficient not so much by superior intellect as by sheer diligence and persistence.

Practice makes perfection

Persistence A Jewel

The letter which you cannot now make correctly, will be quite possible in a short time. At this critical period of the course it is timely to say a word or two of encouragement. The beginner needs something to hold him to his task of showcard writing. Too many lack the patience and perseverance which the mastery of the first few lessons entails. But it is really only in the beginning that the student feels disappointment in his efforts. Progress will be swift and certain once the first principles are well in hand. Just bear in mind always that a careful perusal of these first few lessons accompanied by some real intensive study and

ABCDEFGHIJKLM
NOPQRSTUVWXYZ

ROMAN CAPITALS

practice cannot possibly fail to bring the desired results. The making of a showcard is not so much a matter of mental ability as physical ability. It is the physical qualities which must be trained in the eye and hand to work together for ultimate results. You can see therefore, that while it is easily possible to memorize several lines of verse within a few minutes, it is not possible to learn how to hold a showcard brush correctly in less than several days. Therein lies the reason why physical practice is so indispensable to the mastery of showcard writing.

Roman Capitals

The alphabet illustrated at bottom of page contains the capitals that go with the lower case alphabet shown in the first lesson. The method of construction is the same as outlined for lower case. The first capital letter "A" for instance, contains three separate strokes, exclusive of the spurs or serifs. The first stroke is a light stroke and is done by drawing the brush from top to bottom sideways; the second stroke begins at top also and is done by using the full width of the brush; the short stroke which connects these two is drawn from left to right, using the brush sideways. The spurs are then added by deft touches of the brush. The making of the other Roman Capitals is accomplished by adhering to the original principles of practice strokes. The card which reads "Practice makes perfection," is a reduced facsimile of an original done on card 11 x 14 inches. This alphabet is a modified Roman and is easy enough to do. The beginner with a few weeks experience ought to duplicate this card with comparative ease. Should any student of these lessons wish further information in connection with any detail, he is asked to write JALEXO, Men's Wear Review, Toronto, and the question will be answered as quickly and as accurately as possible.

Probably the only retail store in Eastern Canada employing an art department is the firm of R. T. Holman, Limited, of Summerside (P. E. Island). This store, which has become famous through the unique fact of being "the largest small town business in the world," employs two artists who are responsible for most of the work in the mail order catalog issued by the store twice a year, and also for the special illustrations used for newspaper advertising and store display.

It is principally on style-plate work, and fashion drawing however that the artists are employed. Line, wash, stipple, pen-painting, and all other methods are used. The engraving account for the year is a very appreciable one, and keenly sought by the leading plants.

A popular innovation of the big P. E. Island store is the posting of cartoons, regularly covering popular topics. Cartoons on the prohibition question, on local election issues, on federal and general matters of popular interest are the ones most in demand and the series was responsible for an increased patronage toward the store. A front cover of the Holman catalog showing some of the work of the staff artists and a snap-shot view of the art room are shown herewith.

Six Free Presses With Each Suit

New Policy Adopted By Hudson Bay Co. Of Vancouver—Service Appreciated

The clothing department in the new Hudson's Bay Store at Victoria, B. C. has the advantage of the newest ideas in fixtures. As may be seen from the photograph, the appointments are of hardwood throughout. The lighting was the subject of particular care, a firm of lighting engineers having finally arranged the lighting as shown. The light in any part of the store is so ample and of such good quality that no difficulty was experienced in photographing any part of the store with no other light than the usual electric lighting.

J. L. Hunter, the manager of the men's wear section mentioned particularly the low display stands used in his department. They are like low tables, approximately 26" high, and about six feet square. On these, attractive stands of men's overcoats, suits, pajamas, etc., can be arranged. These low forms also accommodate two full size drawers in which stock is stored. The drawers are fitted with extension arms and roller bearings and may be pulled out all the way.

All clothing with the exception of some of the boys' suits is hung in cabinets. The clothing cabinets already are found to be inadequate for the size of the business, and already a considerable portion of the boys' clothing is on open racks although the intention was to use no open racks at all.

Six Free Presses

One of the new plans put into effect in the clothing department by Mr. Hunter is one whereby the purchaser of a suit is given several pressings free. When the purchasers reach home they find in the breast pocket of their suits a card advising them that they will receive six free pressings. The card bears six spaces for the presser to punch as the suit comes in.

In speaking of this Mr. Hunter said, "Besides keeping that suit looking its best for a while, these cards, and this service keeps us in touch with these suit purchasers. They bring in their suit, and if there is anything else in the clothing line that they are ready to buy, we stand a good chance of getting the business. It may be that the last pressing that they ask us to do will bring them up to the time when they are ready for another suit. At any rate, the suit purchaser seems to appreciate our offer to press his suit a few times free, and whether he brings it in or not we have demonstrated in a perfectly clear manner that our interest in him does not cease after he has taken his suit away and paid for it."

The Royal Tailors have opened a branch at 30 Rideau street, Ottawa.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

NEW HAT BANDS FOR EVERY CHANGE OF APPAREL

PRICES THAT TEMPT WITH VALUES THAT DO NOT DISAPPOINT

WE STAND FOR QUALITY TO-DAY, TO-MORROW, AND ALL THE TIME.

THE NEWEST STYLES IN FANCY HOSIERY

SHIRT NOVELTIES IN CHECKS AND PLAIN COLORS AT MODERATE PRICES

SERVICEABLE ENGLISH AND SCOTCH GOLF HOSIERY

GRENADINE NECKWEAR IN THE LATEST DESIGNS

THE SEMI-RIGID COLLAR—NEW AND DIFFERENT

THE SEASON'S CHOICEST SHIRTINGS

RICH FOULARD CRAVATS FOR THE GENTEEL DRESSER

ALL THE SMART NEW COLOR COMBINATIONS IN LIGHT WEIGHT HOSIERY

SHIRT FASHIONS FOR SPRING—1922

NEW SHADES AND NOVELTIES IN SILK NECKWEAR

SURPRISE VALUES IN CLOTHING FOR MODERATE PURSES

A HIGH GRADE GARMENT AT A MODERATE PRICE

WE CARRY A FULL LINE OF SPORT CLOTHING FOR YOUNG MEN

SUPERIOR QUALITY AND FAULTLESS WORKMANSHIP IN OUR SPRING HATS

HATS OF TO-DAY SHOWING THE FASHIONS OF TO-MORROW

HEADWEAR OF QUALITY, ORIGINALITY AND VALUE

THE TWO-PANT SUIT IS CLOTHES ECONOMY

NEW SPORT MODELS POPULARLY PRICED

A JAZZ MODEL FOR THE YOUNG MAN

GOOD JUALITY CLOTHING AT AN EXTREMELY LOW PRICE

STRAW HATS THAT ARE BEST UNDER THE SUN

STRAWS LIKE THESE NEVER BROKE A CAMEL'S BACK

THE LID IS OFF—STRAW FASHIONS FOR 1922

THE SEASON'S FOREMOST STRAW HATS

A STRAW ON THE HEAD IS WORTH TWO IN THE WIND

HATS THAT FIT YOUR PERSONALITY, YOUR PURSE, AND YOUR HEAD

GREET THE SUMMER WITH A NEW STRAW

YOUR LAST STRAW HAT IS STILL GOOD—FOR THE GARDEN

ATHLETIC UNDERWEAR FOR THE SPORTSMAN

Increased Volume 48% Last Year

Brooklyn Merchant Tells How They Increased Their Volume During 1921, Increased Their Number of Transactions, and Cut Down Their Operating Expenses—The Cash System—Bargain Spaces

METHODS of increasing their volume of business during 1921, decreasing their overhead expenses, and, by closely following the trend of public buying, are told in the May issue of System, the Magazine of Business. This story is told by B. H. Namm, president of A. I. Namm & Son of Brooklyn. It will be remembered that Men's Wear Review some months ago told of the No Profit Sale which this firm ran at a time when unemployment was very acute in the city of Brooklyn and a number of Canadian retail firms conducted a somewhat similar sale after the character of this sale became generally known. Incidentally, in this article Mr. Namm refers to the advantages derived from that sale. He says it cost them $50,000 to buy, sell and deliver the $500,000 worth of goods, but the net gains were "first, we sold at least as much of our regular merchandise as we shou'd have expected to sell had the No Profit sales not even taken place; second, we rendered a service to our customers and to industry; third, we increased the purchasing power of many who would otherwise have been idle—and the success of every store depends upon the purchasing power of the public; fourth, and very important, we built a store prestige both local and national unequalled by anything we had done in the 46 years of our existence."

Pass Savings Along

From our experience in business during the last two or three years, writes Mr. Namm, one principle stands out. That is that when you make a saving of any sort, it pays to pass along the saving to your customers. To phrase this another way, it is sound business to take a fixed percentage of net profit and whenever you find a way to operate at lower cost, to cut your prices by the percentage you have saved.

The differential between our selling price and our gross cost (the price we paid plus operating expenses) is something we never increase. And if we slip back a little and our operating costs increase, then we suffer the loss out of our net profit, instead of increasing the price to the consumer.

This is sound management, we find, for when we are penalized in this way for an operating inefficiency or a falling off in volume of sales, we forthwith busy ourselves about the job of eliminating the unnecessary expense, or of increasing the sales volume, or of both. And in a very short while we discover that our costs have decreased to a point lower than ever, which enables us to cut our selling price, increase our volume, and lower our costs once more. It is the antithesis of the vicious circle.

There are those who declare this procedure is all wrong, who in times past have assured us it might do well enough while prices and consequently sales volume were increasing. "But look out," they warned us, "for the time when prices and volume drop! Then is when you will change your policy, or go broke."

Certainly sales volume of retail stores fell off last year. Authentic figures for 1921 showed a considerable decrease in the dollar volume of business of department stores over 1920. Some stores showed, I think, a decrease also in number of transactions. For the same period our store showed a fraction more than 48% increase in volume of business, 83% increase in number of transactions handled, and 3% decrease in operating expenses. We were forced, by our growth to erect a new building; the new building, of course, helped us to increase our volume.

We did not sacrifice net profits. We did not curtail our service. We did not reduce our salaries. What we did is very simple and not new. It is chiefly the result of the fundamental merchandising policy I have described, plus common sense methods of handling the situation which arose when the business boom of 1920 ended.

At that time, we met replacement costs promptly. The mark-down was a bitter dose of medicine; but we took it all at once. We bought and sold entirely for cash, as we always do and we went out for big sales and small profits. And last, but not least, we advertised as never before.

Advantages of Cash System

In this fight for business, we had no greater ally perhaps, than our 46-year old cash policy. In buying merchandise we enjoyed, I must admit, a very real advantage over those concerns which did business on credit.

This was clearly illustrated during January, 1921, when we bought and sold a great quantity of bargain-priced merchandise. We put a quick turnover price on our merchandise and sold it all within a week, promptly converting the proceeds into special goods again. Another store, obliged to price its merchandise to include the cost of credit accounts, took longer to dispose of its stock on a similar sale and even then was forced to wait from 30 to 60 days before it could reinvest the proceeds of its sale.

Another advantage of cash trading was the effect upon our manufacturers and jobbers. When they had merchandise to close out at a price, their need for cash prompted them to offer it to a store such as ours, which was known to pay cash.

And again, we had another advantage in that those women, whose charge accounts at other stores had been closed or cut down due to delinquent payments, but who, woman-like, resented being "dunned," came our way. Many of these women were able to pay their bills but were careless in the management of their affairs. Consequently we not only did not lose customers; we gained many.

As far as the fundamental merchandising problems were concerned, our situation did not differ essentially from that of the general store in a small community, or that of a sizeable store dealing largely in staple merchandise of almost any sort, whether it be a women's speciality shop on Fifth Avenue, New York, or Chestnut Street, Philadelphia, or a department store on State street, Chicago, doing chiefly a charge-account business.

Our "buy for cash, sell for cash" policy gave us an edge, to be sure; but where we have profited especially, the profit has been attributable to our general merchandising methods rather than to the fact that we do a cash business.

And let me here point out the fallacy of an idea which business men rather generally hold that a cash store must by reason of being a cash store, handle trashy merchandise, or at least merchandise not above the "moderate-priced" lines. We have, iconoclastically perhaps, worked away from that idea. And we have proved in the retail field that it is not only possible, but even more profitable, to sell quality merchandise to cash customers than to deal in inferior stuff.

Bargain Spaces

A point was brought out by Mr. Namm worth consideration by every retail merchant, whether large or small, is that in regard to providing bargain spaces for that considerable class of persons who are unable to pay regular prices for merchandise and who are, perhaps, content with seconds or bargain prices on merchandise not strictly up-to-date. Mr. Namm says:

"In line with our idea of upgrading our merchandise and our trade we looked about for a way to direct from the main parts of the store the bargain seekers who, because of their financial limitations, must seek the low-priced goods. We wanted their business, not only because it is profitable, but also because these folks are potential upstairs cus-

tomers. So we installed a bargain basement in charge of a merchandise manager whose instructions were to provide real bargains, good values in dependable merchandise of a lower grade.

This basement handles merchandise of the lower grade—and provides remarkable bargains. The prices are low because of limited service; we do not deliver basement purchases, and in general people serve themselves. The stock is turning regularly at the rate of 12 times a year. No wonder, for such values as serge dresses at $1.88, woment's coats at $1 and all-wool yard goods at 75 cents occur there from time to time, though I do not want to give the impression that they are typical; they are exceptions, yet we had them recently.

As a result, the price-hunters do practically all their shopping in the basement—at the rate of $2,000,000 a year since the present bargain basement has been in existence. And the sale of better quality merchandise to our regular buying public goes merrily on upstairs.

SCOTTISH WOOLLEN MEN ARRIVE HERE TO PREPARE FOR ADVERTISING CAMPAIGN

Preparatory to an extensive educational campaign in behalf of the goods produced by the members of the Scottish Woollen Trade Mark Association, an official delegation of that organization arrived on the S. S. Baltic recently. The party is made up of W. Thow Munro, president of the association; F. H. Bissett, secretary; T. H. Ballantyne and J. B. Sime. A larger, but unofficial delegation was here in the early part of this year and the information gained then will be called into service to perfect the advertising and distribution plans for the Scottish trademarked tweeds.

No samples will be shown or orders solicited this time it is understood.

No detailed program for the three weeks the delegation will spend here has yet been drawn up. Places outside of New York may be visited if occasion should warrant. There is no intention of going to Canada this time, it was said.

Reports that a lessening demand in England for tweeds forced Scottish manufacturers to look for other markets were emphatically denied by members of this official delegation, which stated that never before were Scottish tweeds more popular in Great Britain than at the present. The contemplated advertising campaign here is the natural growth of the collective action undertaken and sustained by the association during the last three years, it was stated.

When the members of the delegation were asked whether they would pay greater attention to the women's wear trade in their campaign in this country, it was said that no change in the manufacturing policy of the various members of the association could be expected.

Annual Bird House Competition

Two Macs of Ottawa Add Two Thousand Names to Their Boy's Mailing List—Contest Runs from March 1st to April 15th—Store Gives an "At Home" to Bring Successful Contest to Conclusion

THE ANNUAL Bird House Competition held by the 2 Macs, Limited of Ottawa, was held during the month of April with extraordinary success in every way. Speaking of the event to a staff member of Men's Wear Review, a representative of the firm stated that the 1922 competition had surpassed that of last year due to several reasons. Much better houses, more houses built, and a greater public interest in the event were marked features. An unexpected and invaluable aid to the success of the competition was the excellent support given to the store by the local press who gave much space in both news and editorial columns to the event, which was commented on as being "a distinct advance in the educational campaign tending to the preservation of bird life."

Rules of Contest

The contest opened on the first of March and ended on April 15th. The conditions were simple with no strings attached whatever. All a boy had to do was to drop in at the 2 Macs store and register his name for entry at the Boys' Clothing Department. Any boy under 16 was eligible to enter and the stipulations made stated that all houses must be new, must be built by the boys themselves, aided by their manual training teacher if necessary, and brought to the store as soon as finished. Houses were judged according to design, utility and workmanship, and small houses had just as good a chance as big ones in winning a prize. Boys were advised to state what species of bird each house was for, in each case.

20 Prizes Awarded

The prizes offered ranged from $20 for the first, to $15, $10, $5, but after the judging took place a special prize of a book and fifteen prizes of $1 each were also awarded as the work was in many cases so excellent. Boys were informed at the store regarding the kinds of houses preferred by birds and every aid was given to the contestants which would enable them to produce real homes for birds. All above conditions and rules were embodied in neat posters which were distributed to all the schools during the first week of the competition, while on Saturdays during the 6 weeks of the contest, "follow-up" advertisements were run in the daily press to answer enquiries and maintain interest.

The contestants numbered about 2,000 in all out of which some 200 entries were selected for exhibition in the store, including the prize winners. At the close of the contest an At Home was given by the 2 Macs store to which the people of Ottawa were invited to view the showing of bird houses. This reception was held on Tuesday evening, April 18th from 7 to 9 p. m., when the prizes were formally presented and interesting addresses given by such prominent men as H. Lloyd, supervisor of wild life at the Dominion Parks Branch and P. Tavener, Dominion Ornithologist. Stewart McClenaghan, president of the 2 Macs, presented the prizes and a pleasing feature of the event was the fact that over 50 of the bird houses were sold during the evening, netting considerable profit to the young architects. An orchestra was in attendance and added to the pleasure of the guests who numbered over 1,500 during the evening.

Editorial Comment In Press

In commenting upon the event, the Ottawa Journal ran an editorial which praised Mr. McClenaghan's idea of encouraging the building of bird homes, and made it plain that something more than mere notoriety underlay the contest plan. As the Dominion Supervisor said, the competition indicated a finer feature than the mere display of mechanical ability among the youngsters or the achievement of publicity for the store because, "the boys of Ottawa are learning that it is more fun to build a home for the birds and watch them nest and bring out their little families than to go out with a .22 rifle and slaughter them." "I understand," said Mr. Lloyd, "that few of the houses built last year for the 2 Macs contest were long without tenants, and it will be the same this year."

The editorial went on to express the hope that Mr. McClenaghan would continue his contests from year to year, "for the cumulative results will be beyond accurate estimate and he will have the satisfaction of knowing that he is achieving something for the general knowledge." The hope was expressed that greater interest would be taken in such events by girls also and that the 2 Macs might consider means to interest girls as well as boys in future events.

2,000 Names For Mailing List

One of the most practical and valuable side issues of the contest which should not be overlooked was the fact that it afforded the store a mailing list of 2,000 names of potential buyers of boys' clothing, while it did much to build up still greater good-will and sympathy between store and customers.

The Golden Rule in Advertising

Have Been Cycles of Business Activity Since First Seven Fat and Lean Years of Ancient Egypt—Depressions Caused by People Who Try to Monkey With Multiplication Table and the Ten Commandments—Integrity, Self-Control and Inspiration

Ever since the first recorded cycle—the seven fat and the seven lean years of ancient Egypt—business has run its never ending course, made up of succeeding periods of prosperity, decline, depression and improvement.

Divisions of business lines during these thousands of years have been constantly harassed by fluctuations from hard times to good times and then hard times again. Those who have learned to shift with conditions have succeeded—those caught by the adverse currents have gone under.

In the first months of 1922 we find business still at low tide after one of the most precipitous declines in history. We remember the feverish activity of 1919 even as we always remember the last period of prosperity. We would fare better if we could remember depression as well but somehow we tend to forget all we have learned and believe somehow that each period of prosperity will be permanent.

The Babson chart universally known shows the regularity of these cycles and illustrates clearly the law of action and reaction which causes them to follow one another with clocklike regularity. It is not difficult from such a basis to forecast coming conditions—in fact, it can be done with a high degree of accuracy in every individual phase of our business, commodity and financial worlds.

Real Causes of Depression

These charts, these statistics, these forecasts are but incidental, however, since they measure and reflect only, ignoring the causes.

A strange statement you say for a statistician to make. Yet that is the one conclusion that my twenty years study of fundamental conditions has brought me to. If we are to iron out the jumps and bumps that beset Canadian business, carrying us from riotous prosperity to disastrous depression, we must get below the surface and deal with causes.

Depressions are not caused by money stringency, as is popularly supposed. Depressions are caused by people trying to monkey with the multiplication tables and the Ten Commandments.

The condition of our business world depends upon three things: the integrity, the self control, and the inspiration of the majority of the Canadian people.

I put integrity first because honesty and confidence are necessary before we can build our business world. The cancellation of contracts, curtailment of credit, growing distrust between employer and employe and the general disease of getting all you can for a dollar instead of giving all you can for a dollar, break out in a period of prosperity and start things for the toboggans.

Self control means temperance, and temperance in business is a prime requisite if we are to escape the disastrous extremes of silk shirts and bread lines. Men lose control of their minds and business goes to smash. On the peak we forget the lessons we learned so painfully when we were down in the trough and go on a spree of spending and speculation. We squander our surplus without thought of the morrow.

Once the depression sets in executives first whistle to keep up their courage, then deny that depression is upon us, finally they lose control entirely and give up when the country needs men of courage and vision who can see beyond the present difficulty to the next period of improvement beyond.

Finally we must have inspiration—an urge to go on that must be based on something much deeper and stronger than a man's conceit.

Statistics show that 80 per cent of the business buildings of this continent are owned by church members, 76 % of bank savings are credited to church people; 62 per cent of our factories are in the hands of religious men and 81 per cent of our farms are owned by men who go to church almost every Sunday.

To Save Civilization

Canada must get back to these plain fundamentals, not alone to build solid and permanent prosperity for our business world but to save our very civilization from the disaster that threatens it. We must get back to the worthwhile or our children must see the world go to pieces about their heads, even as Egypt, Greece and Rome went down before prosperity.

Because we are largely a commercial nation our future is to a very great extent in the hands of our business leaders—the men who by example and precept fashion the minds of those who work under them.

I appeal to you advertising men because no one can be at the heart of big business as I am without realizing that advertising is second only to religion as the greatest moving force in the world today. As a civilizing agent it is also second only to religion.

As Honest as Pulpit

You men who write your messages to the masses stand only second to our ministers in your opportunity to help. You build confidence or distrust as your readers find your message true or false. Every piece of copy you write either reinforces or undermines your product as you truly represent or misrepresent it. That same piece of copy either reinforces or undermines the public confidence in advertising, in business in general, in their fellow men.

If it were as easy to tell the truth as it is to want to tell it the problem would be simplified. Unfortunately one's prejudices and one's enthusiasm tend to overpaint the picture. Resolve in the copy you write this year to tell the cold truth and to tell the whole story. Sincerity outweighs enthusiasm and a pound of frank honesty carries more weight than a ton of claims.

Canada needs again vigorous men—men like those who overcame hardships and discouragement to build the country we enjoy—men who have vision and courage—men who see their work as an opportunity for service rather than for self.

You advertising men can do more to help and more to hinder, than any other one group in the business world. For your own sakes, for the sake of business, for the sake of Canada—set your mark high—an example of integrity, self control and inspirational service that will help every man woman and child toward the things that are worth while.

EXPRESS CHARGES

J. Ramsden of the J. Ramsden Co., Castor, Alberta, writes to us as follows:—

"We received this morning a small parcel from Stanfield's Ltd., the amount of the invoice being $23.75 for six suits of men's light weight combinations, and two spindles of wool (6 pounds each). The express was $3.65, tax 69 cents and cartage at this end 25 cents, a total expense of $4.95. Figuring cost on the dollar will be a little over 19 per cent., the rate per hundred is $13.65, but on a small shipment of 21 pounds they seem to have a scale making it per hundred from Nova Scotia, Truro, approximately $18.00 per hundred.

"We cannot get goods on to the public at a reasonable price while this is what the retail merchant is up against."

David McCullough, for fifty years a well known and respected resident of Brockville, died recently. He was a tailor and was with W. H. Mowat prior to his death.

Roth Eaton, the Arcade Clothier of Toronto, has a sign on the baseball grounds at Toronto where the international league games are played. Any ball player who hits this sign during any of the scheduled games is entitled to a suit of clothes from Roth Eaton's. Andy Anderson performed the lucky stunt recently and is now the proud possessor of a fine new suit of clothes from the Arcade clothier.

Some Odd Ideas that Got Business

Cashing in on an Odd Name Which no One Could Pronounce—Advertising of Particular Interest to Sports—Making Use of a Thermometer and Barometer—Helping Mother With Clothes for School Days—Dress Chart for Athletes

THERE is a small but well equipped haberdashery shop in New York City located away up near 181st Street, which is owned and managed by an energtic young man by the name of Phil. Graubert. For some unknown reason, many of the customers of the store have experienced difficulty in pronouncing Mr. Graubert's name, and so frequently did the query come, 'Just how do you pronounce your name Mister?' that this retailer hit upon the expedient of putting the following words on his sign outside:

Phil. Graubert—Men's Wear. Call Me Phil.

And everybody took the hint, he says, and to young and old he is known as Phil. or Mr. Phil. and such a title seems to introduce a friendly atmosphere to the store that it never had before. At any rate, the customer feels as though he were dealing with a personality, not with a mere organization.

Sport Advertising

Now that summer is approaching there is an excellent opportunity for the retailer to do some advertising a little different from the usual sort. In localities which boast a flourishing football, baseball, racing or other club which arranges a schedule for the season, it should be possible for a leading clothier or haberdasher to get out little cards, of the size of a vest pocket, listing the season's events in the particular league or club of most interest to customers. If the store carries equipment for any of the above sports, the reverse of the card should show a brief announcement to this effect, together with the address of the firm. Score cards for use in various athletic meets can be inexpensively put out with the firm's name also featured, with excellent results in the way of returns in proportion to the financial outlay. A retailer down in Moncton, N. B., is noted for his horse racing score cards, which are supplied to racing fans gratis, and features his name prominently, together with the fact that he carries high grade wearing apparel for men and boys.

Probabilities

In summer, the average man and woman is more interested in the vagaries of the weather than in winter, perhaps because clothes are more perishable and more apt to suffer by the oncoming of a sudden shower or a thunderstorm, and when also many people like to feel assured regarding week-end 'probs', if they have planned to go on a picnic. For this reason probably, a Montreal retailer of men's wear installed a composite barometer, thermometer and humidity registering device in his store, near by the entrance, and placed over it a chart explaining how to read various dials correctly. A bulletin recording the weather probabilities for the next 24 hours was posted at the noon hour in the store, and needless to say, the number of persons who called in just to ascertain if 'tomorrow is going to be fine' or 'if this awful heat will ever stop' grew steadily more numerous. At the same time, there was plenty to interest them in the way of new goods, displayed in attractive ways to entice hot and tired pedestrians. This store was located in a busy downtown district but the idea would be just as interesting in any section, for human curiosity varies little anywhere.

School Days

Here is an idea which may not be so useful just now, but is worth keeping for reference. It is tried out year after year by one of the leading stores in New York and was adopted not long ago by a Montreal department store. It consists of a neat memorandum in the form of a 4-page pocket folder of cardboard listing those things necessary for the school boy's wardrobe, and is designed to be an assistance to the boy's mother in getting him ready. Columns are provided for suggestions including everything from suits and all outer garments to pyjamas and slippers. Three parallel columns give space for checking the items on hand, those needed, and a total.

On the outside is printed an explanation of the use of the memorandum, which may or may not have a small pencil attached together with the store's address and its compliments. It is of course, a development of the Christmas list idea, and is capable of various methods of handling. The same firm is issuing a neat card with spaces for telephone numbers on the back, and with a bulletin of its manifold services to shoppers on the front.

Correct Dress in Sports

With summer sports just about to begin, it is worth while for the men's wear store to look about and discover ways in which masculine needs in dress may be capitalized. For example, this idea tried out last summer by an American retailer, might be adopted with success by any store which caters to young men of sporting tastes. The idea consisted in issuing charts of correct dress for such sports as tennis, golf, boating, dancing, polo and riding, and included a few words on bathing kit. These little charts were included in every purchase made at the store during May, June, July and August, and it is surprising how many men commented on the fact that they were unaware of so many things. The up-to-date retailer will tactfully introduce the subject of blazers to the customer who purchases flannels or duck trousers, and he will be particular to show the correct style of negligee shirt and a tie which will not clash with the blazer. The point to emphasize is the fact that it is no longer correct to wear anything that is uncomfortable in summer, irrespective of looks.

Taking a Trip Round the World

Managing Director of Wm. Hollins Co. Ltd. Spent Few Days in Toronto First Visit to Canada

The managing director of William Hollins Co. Ltd., Mr. Hare, recently paid a visit to his Canadian offices. While in Toronto, Dry Goods Review had a chat with him relative to conditions in the Old Land and prospects for the development of Canadian and Dominion trade in the other sister-nations of the empire where they have established offices.

Mr. Hare stated to Dry Goods Review that conditions were showing some improvement in England but that they were still quite unsettled. This, he said, was the reflection of European conditions as a whole and that until there was more stabilization on the continent, they did not expect things to right themselves in England.

Future of Prices

Mr. Hare stated that so far as their main products were concerned he did not see that there would be any downward change on their fall lines. What slight changes there might be in manufacturing costs—and he did not see any at the present time—would make practically no difference in the price of the finished article. Cotton and wool which are the basic materials for their principal products, if anything, show an upward tendency in price. This does not mean that their products will advance in price—Mr. Hare said he was not certain, though, if they could maintain their present price throughout the fall.

His First Visit.

This is Mr. Hare's first visit to Canada and he expressed himself as very anxious to get all the first-hand information he could during his all too short visit to this Dominion. He expected to visit Montreal, Quebec and then go to the Western Provinces. From Canada, Mr. Hare will visit Australia and New Zealand. His present trip will take him pretty well around the world.

Like Micawber, Are you Waiting Till Things Turn Up? Policy not Adapted to Present day Conditions

Micawber Was Not an Individual But a Type That is Frequently Seen in Business Circles To-day—Instead of Turning Things up They Wait for Them to Turn Up—The Profits in Small Things Not to Be Overlooked—Why Five and Ten Cent Syndicates Make Money

MICAWBER—Dickens' character in David Copperfield—was a poor business man. He was always waiting for "something to turn up." He felt that the hand of every man—almost—was turned against him, that an unseen combination of events transpired to prevent him from getting the living which, he believed, the world owed him. What energy he had was seldom used to good purpose; most of it was expended in tirades against the prevailing conditions that robbed him of those creature comforts which he believed were his by eternal right. And because he was always waiting for something to turn up instead of trying to turn things up himself, he spent a good portion of his time either in misery or in jail.

Micawbers of To-day

There are Micawbers in business to-day. Men who are waiting "for things to turn up," for business conditions to improve and for people to come into their places of business and spend their money. Micawber, the Dickens character was a type, not an individual—and the type still lives. Said a manufacturer to Men's Wear Review the other day—a man who has just negotiated an order for his products which would necessitate night work in his factory—"Like a lot of other manufacturers we could have sat down and waited for business to come to us, or for conditions so to improve that we would, in the natural course of events, get our fair share of what was going. But we didn't. We got out and hustled after business—and we got the business." The policy of this firm was not the policy of Micawber, it was not the policy of many business firms that are following lines of least resistance and letting other houses grab business from under their very noses.

Business Not All Big Business

Business is not all big business, that is, all sales checks are not checks of large denominations. In the course of the year there are bound to be a lot of small ones. During 1922 there are bound to be a lot of small ones—as well as large ones. Because there are a lot of people out of work does not mean that they have stopped buying absolutely. And because of the fact of their being out of work influences others to be more economical is no reason for supposing that they are not buying, either. And the "idle rich" keep on buying just the same. People must live and to live they must buy. Their purchases must, of necessity, be small. The wise merchant, therefore must not overlook the possibility of getting these small purchases. Said the advertising manager of one of the large department stores in Toronto to Men's Wear Review a few days ago, "We are trying to keep the people buying, buying just a little, but buying. The saving habit is a very easy one to get into and so we feel we must do something to induce small purchases. That is why we are using a good deal of advertising space these days to push the sale of little things, inexpensive things. We know there are a lot of people who haven't much to spend, but they have something and so we are advertising those things which their limited means can afford to purchase."

Get After Small Sales

The time is opportune, therefore, to get after small sales, the sale of little things. Not every man who is a probable customer of yours can afford to buy a new suit of clothes this Spring. He may, of necessity, have to have the old one pressed up or the old topcoat renovated so that it will do for another season. But that is no reason for supposing that he is not in the market for a new shirt, necktie, collar, hose, garters, suspenders, gloves, etc., etc. If your advertising, day after day, is overlooking these sales, you are failing to appeal to a prospect. He knows he can't afford a new suit or overcoat; but he also knows he needs some smaller things, and if no mention is made of these day after day, he loses interest in your daily message. If conditions in your community are such that the majority of people are incapable of large expenditures, concentrate on small things. There is a margin of profit on these that should not be overlooked. We know of some very large stores that are getting big sales on small articles. Are they getting them at your expense?

A Lesson in Profits

Butler Bros. of Chicago, in the April issue of their catalogue, scent a useful lesson in the sale of small things. They ask a question that might well be considered by every merchant. Why should the five and ten cent syndicates be the only ones in America, they ask, wholesale or retail, who made more money in 1921 than in any former year and continue to show large gains in January and February? "Why should this be so when you and every other retailer," they continue, "are having trouble in making both ends meet?" It is exactly for the same reason that the five and ten cent business got its start forty years ago. Now, as then, the people of this country are hungry for goods which they can buy at small prices. America is now undergoing the same sort of wild fire demand for ten cent and other popular priced goods as swept the country four decades ago. The very condition which now creates the demand for high priced goods creates a multiplied demand for five, fifteen and twenty-five cent goods. You can, if you will, harness this fact to the business as the five and ten cent syndicates have harnessed it to theirs."

Suggested Method

Butler Bros., then give several suggestions to retail merchants as to how they can get after this business.

1. Let the first thing inside your store door be a variety of quick-selling, popular priced goods such as people throng into syndicate stores to buy.

2. Lay the goods out on the counter so they can be seen and handled—group them at uniform popular prices—5 cents, 10 cents, 15 cents, 25 cents, etc., and put a price ticket on every article.

3. Sweeten your bargain counters every few days with new specials which will keep interest alive, and tell your world about them in every way in your power.

And the net profit per $100 on investment in counter goods will be greater than from any other like investment in your store. This is not guesswork. This is not theory. We know what we are talking about because it is being done in thousands of stores just like yours.

E. M. Trowern, Dominion secretary of the R. M. A., states that a merchant tailor has as much right to letters after his name as a college professor. He went on to say that it took care and study to make a first-class suit of clothes and he pointed out that the carelessness of the merchant tailor, in some cases, was the greatest business-getter for the clothing manufacturer.

Dave Livinson of Montreal, well known to the retail trade in that city, is making a tour of Ontario for the purpose of studying merchandising methods employed in this province. His trip will be an extensive one. Mr. Livinson believes there is a good deal to learn by getting in personal contact with other retailers in the country and he is adopting this method of improving his own qualifications as a live merchant.

Dignity of Worker's Personality

Professor of New Brunswick University in Addressing Retail Merchants of St. John's Says This Must be Recognized in Industrial and Business Life—Officers Elected for Ensuing Year—R. A. Macaulay the New President

THAT the Golden Rule must come in for more general application to the industrial life of the country was the contention of Dr. W. C. Kierstead, professor of the University of New Brunswick, in an address at the annual meeting of the St. John's Retail Merchants Association held in April. Officers of the association for the ensuing year were elected as follows:

R. A. Macaulay, president; A. E. Everet, first vice-president; S. L. Emerson, second vice-president; J. A. McKay, secretary, and J. H. Marr, treasurer. F. A. Dykeman, the retiring president, was named honorary president and chairman of the advisory board which includes F. W. Daniel, A.L. Skinner, M. E. Grass and S. E. Fisher. Mr. Dykeman presided at the banquet and acted as chairman during the evening.

After welcoming the gathering to the banquet, Mr. Dykeman quoted from statistics based on th retail trade done by 266 firms in the United States and Canada during the year 1920. The aggregate volume of business done by these people was about $500,000,000. On the basis of the replies received it had been computed that the average net profit of these firms was only 1.8 per cent. Mr. Dykeman submitted these figures as evidence against the contention that during that time retailers were largely responsible for high prices.

Although merchants were now passing through a period that required judgment and care, he said that New Brunswick and especially St. John had reason to be cheerful. Bank clearings he said, were usually accepted as a good indication of business. The St. John clearings for the three months, January, February and March of this year showed a decrease of about fifteen per cent below last year's figures. For the same period, however, the Halifax decrease was more than twenty-one per cent and that of Moncton twenty-nine. Moreover, while for the whole of Canada during the year 1921, as compared to 1920 there had been a decrease of about twenty-six per cent in the clearings, there had been in New Brunswick an increase of nearly five per cent. There was a message of hope in these figures and if vision, intelligence and labor were applied to business it would pass through the present period all right.

Annual Reports

S. E. Fisher, the secretary, reported the membership of the association to stand at 137, which he held to be too small and he urged an immediate campaign for increased membership.

M. E. Grass, the treasurer, reported $40.53 on hand. The report of the provincial secretary, Miss A.D. Alward, was also read.

The Golden Rule in Business

In opening his address, Dr. Kierstead said that although men had learned to apply the discoveries and principles of science to the material problems of industry they had not yet generally learned to master the great human forces in modern industrial life. Here was an opportunity for social science and a knowledge of human nature to step in, Dr. Kierstead said, in beginning his address.

Was the Golden Rule needed in business, he asked. He went on to say that the law of supply and demand, the principle of competition and the principle of gain and self interest which operated in the working of business were not complete enough and adequate enough to regulate business of themselves. One must conclude that it was not always legitimate for the business man to take what he could get.

But good intentions to carry on business on a high and honest plane were not sufficient. The Golden Rule was a general and not a specific rule. It was essential to have wider knowledge of the complex nature and the far reaching consequences of business.

To Prevent Recurrence.

In order to prevent the recurrence of conditions through which the world was passing it would be necessary to have knowledge that would permit of a control of such things as inflation. There must be a knowledge of international relationships, an understanding of social organisation and there must be an application of this knowledge of special forces to the problems in hand. It was in such a manner that the problem of unemployment would have to be met and studied if it were hoped to devise means to avoid a like condition in the future.

The significance of the application of the Golden Rule in industry and business was that it placed a Christian valuation upon life and upon the goods of life. After all personality was the supreme thing in industry. The individual must not be used merely to multiply gains of the proprietor. The individual and his personality should be regarded as an end and not as a means. To know, understand and direct his workers, to win their love and comradeship was a noble ideal for the business of man.

Moreover, the speaker declared, this could be made to pay. He believed that the day of profit-sharing with employes was coming and a day of better relations and better understanding between employer and employe would soon dawn. He believed that that day would be brought about not by the teachers but by men of high ideals in industry itself. The principles of justice must pervade international as well as industrial relations.

If employers could carry these principles into the business of this year, if they would establish better relationships between themselves and their employes, they would be doing a great service to the community and making a splendid contribution to the social life of Canada.

Other speakers during the evening were A. O. Skinner, Robert Strain, Mayor Schofield, William Hawker, F. W. Daniel, R. A. Macaulay, the newly-elected president, and T. F. Drummie.

AN ATTRACTIVE WINDOW

The Robert Wright Co. Ltd. of Brockville recently arranged an attractive window in connection with a Made-in-Brockville week.

The arrangement of the window was symbolical of Brockville's industrial activity and emphasized the necessity for active support of the Board of Trade. A painted background shows an industrial scene in front of which is placed a miniature factory with lighted windows and smoke being emitted from a tall chimney. A.C.P.R. train is shown emerging from the tunnel and motor trucks are on either side. In the centre is a large flywheel, operated by a small electric motor and whirring merrily, with the slogan above: "Keep the Wheels Turning: Join the Board of Trade." This centre arrangement is surrounded by tastefully grouped exhibits of products from a number of local industries.

A number of clever slogans are also displayed. An idle motor wheel is marked: "Start Up the Wheels of Industry; Join the Board of Trade." A pile of bricks and tools is labelled "Build Up Brockville." A copy of the Brockville Recorder is shown with the designation "Our Mouthpiece; The Oldest Newspaper in Ontario." Shields showing the coats of arms of Brockville, Ontario and Canada are shown at the top and a map bears the inscription: "Keep Brockville on the Map: Join the Board of Trade." Other slogans are: "If Possible, Buy Made-in-Brockville Products," and "To-day is the To-morrow You Worried About Yesterday; Join the Board of Trade."

The window was designed and executed by E. J. Hamilton, display man for the firm.

D. A. Murray, manager of the McLeod Brothers store in Calgary, was on his way home when a man stepped out of an automobile and commanded him to "stick 'em up." On the impulse of the moment Mr. Murray grabbed the gun, and so startled the "would-be" gunman that he dashed into his car again and jumped on the throttle. The highwayman got the scare of his life and D. A. Murray retained his money.

There is everything in being mentally stable; in holding a right mental attitude; in having a mind that is confident, poised, sure of the principles on which its philosophy is based. People who are all afloat and not mentally dependable, who have no fixity of purpose, and are not reliable, are not the men we turn to in emergencies. It is the self-confident man, the man who is sure of his philosophy and of his principles, the man of great faith, on whom we depend in supreme crises, when others are driven to the wall.

Beware of the Inoffensive Match

It is the Most Prolific Cause of Preventable Fires and Results in Thousands of Dollars' Worth of Loss of Merchandise Every Year —Campaign of Education by Fire Marshal is Bringing Results —Decrease in Number of Fires Recorded

MAY seems to be the month of the year associated in people's minds with cleaning up. The Fire Marshal of Ontario makes a special effort in the month of May to interest the school children of the province and the various municipal bodies and organizations in the question of fires and their prevention. Cleaning up the back yard; getting rid of the accumulated refuse of months, refuse that is a constant danger to every merchant's livelihood; directing attention to various preventable methods against disastrous fires—these are some of the things urged by the Fire Marshal's department in the May campaign against carelessness that causes fires, and in favor of cleanliness and carefulness that will prevent fires. For, after all, the great majority of fires are those due to preventable causes; in other words, a little care, behind which there should be some knowledge of elementary facts, would largely wipe out the fearful bill against Canada every year for fires. Some idea of the work being carried out by the Fire Marshal's department to combat carelessness that results in fires and to broadcast knowledge with regard to methods of preventing fires can be gauged from a recent report which shows what was done in a year in an educational way. Some 15,000 copies of a 16-page prospectus, suggesting ways and means for the proper observance of Fire Prevention Day were distributed, 20,000 copies of the Royal Proclamation; 25,000 lithographed posters; 50,000 copies of the booklet, "Conservation of Life and Property from Fire;" 25,000 fire prevention blotters; 1,000 lantern slides for use in the moving picture theatres; 3,000 letters to the clergy of all denominations in the province; 500 letters to high schools, colleges and universities; 300 letters to fire chiefs; and 500 copies of "Fire Prevention News" to the newspapers.

Bringing Results

The efforts of the Fire Prevention League which works in conjunction with the Fire Marshal's office are bearing results. In his last presidential address, Arthur Hewitt used these significant words, "For the first six months of this year, while the fire losses for the Dominion and, in fact, throughout the American continent, show large increases, there were in Ontario 440 fewer fires and $280,000 less of loss than in the corresponding period of the preceding year. (This refers to 1921). At the same time, the records for July, August and September of this year are not so gratifying when we realize that there was a total loss of $1,517,000 for the month of July, $1,357,000 for the month of August, $1,532,000 for the month of September, with four fires in lumber interest alone amounting to $649,046. You see a few fires, a very few fires, have caused a tremendous proportion of the loss." This statement shows that the number of fires is on the decrease; the actual loss, as is pointed out, is most frequently due to a few large fires.

Fires in the Province

The report for the year 1920 shows that in that year there were 9,296 fires with a loss of $11,771,718—a per capita loss of $4.70. During the last five years there have been 48,312 fires in Ontario, consuming $64,844,935 worth of merchandise, buildings and foodstuffs, averaging one fire every hour of the day and night, and a daily loss amounting to $35,500. In this day of advanced civilization it is appaling to think of this awful destruction of our substance which is gradually, but nevertheless effectively, impoverishing our people.

Carelessness With Matches

In an address at the third annual convention of the Ontario Fire Prevention League, George F. Lewis, Deputy Fire Marshal of Ontario, gave some startling facts with regard to fires and their causes.

"The most prolific cause of preventable fires in all walks of life," he said, "is unquestionably the careless user of matches. The habit of carrying strike-anywhere matches loose in pockets results in many serious fires. In pulling something out of one's pocket it is very easy to haul out a match by mistake and drop it on the floor, barn or other place where inflammable material, hay, straw, etc., has accumulated. Subsequently it may be stepped on by a horse or a man and start a fire.

"Wherever there is human life, the are matches. They can usually be found in every room in the house and in the pockets of every suit of clothes worn by most men in the country. There is a fascination about fire and especially about the burning of the match, for the smallest child. A child uses matches carelessly because they are placed where he or she can readily get them and because children see these matches constantly handled in a careless fashion by their parents.

"It is well to form the habit of striking a match away from you, and not towards you; so that if the head flies off or the stick breaks it will not have a chance to set fire to your clothing. Always close the box before lighting a match on it. If the matches are stuck in a box holder see that the heads are not exposed, otherwise the flame may set fire to the whole box.

"One of the most frequent forms of involuntary incendiarism known is the way thoughtless individuals—generally smokers—throw away matches without taking the simple precaution of blowing them out, and assuring themselves that they are extinguished—a matter of a second or two, although they were perfectly willing to spend fifteen seconds' time in igniting the match and lighting the tobacco. This careless practice is universally prevalent throughout the country.

"There is one safe way to dispose of every lighted match. Break it in two before throwing it away. If you will preach this doctrine broadcast throughout the country people will become accustomed to breaking the matches, and you will find that the number of match fires will be greatly reduced.

"The day will come when we will not be permitted to be careless with matches or blind to the ethics of Fire Prevention. Individual responsibility will be so great that personal indifference will be pushed aside and the causes of Fire Protection and Fire Prevention given their proper status. The appalling size of the national ash-heap will be reduced, through the elmination of our worst and most deeply rooted national failing. CARELESSNESS.

"When the Ontario Fire Prevention League, Inc., was organized in August, 1918, it advocated 'the universal adoption and use of the safety match which will only strike on the box, and legislation prohibiting smoking in all parts of factories, industrial and mercantile buildings, except in such fire-proof rooms as may be especially approved for the purpose, by fire departments.' That tenet of faith has since been re-affirmed and although the loss of life and destruction of property as the result of the careless use of matches throughout this country has been appalling, yet we are somewhat encouraged by knowing that the number of fires, and amount of loss, occurring from this cause in the Province of Ontario, at least, has been on the decrease.

"The average number of match fires for the three years 1918 to 1920 inclusive, has been one thousand and seventeen, with an average yearly loss

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Activity in Small Accessory Lines

Novelty Jewelry Lines in Strong Demand With Approach of Summer Season—Smallwares Are Quiet and Service is Important Factor—Lively Demand for Rubber Composition Belt—Inconspicuous Patterns in Scarf Pins—Spiral Armlets

THERE are certain well defined styles in men's jewelry this season which are fully as important as any other style mandate, and which are duly observed by well dressed men, although the said jewelry need not necessarily be of the 16 karat, jewel studded variety. According to a prominent wholesaler in Montreal, everything in men's smallwares tends to be unobtrusive and quiet in design and workmanship, although more than the usual amount of service is required.

Loose Connection Links Not Wanted

As summer vacations approach there is a marked increase in demand for novelty jewelry such as the various form of patent cuff links, studs and soft collar pins. A l kinds of belt buckles and key chains, watch guards, etc., seem to be called for as well. The stiff connection is now selling almost entirely in better grade cuff links of the regular sort, with both oval and oblong faces.

Gold in a dull finish which can be suitably engraved if desired is the preference of most smart men, but mother of pearl is proving especially strong, particularly in medium priced lines. The latter effect is now incorporated in very good looking links of the snap variety and can be had in either of two styles. Enamel effects are offered among the cheaper lines, and grow more popular each season.

Gift Sets of Studs

There is a slight falling off in demand for collar pins, perhaps due to the vogue of the semi-stiff collar, but there is a novel little holder called the "grip" which holds the fronts together without the use of a pin and retails at fifty cents. The humble collar stud has appeared this season in a new guise, having been boxed in sets of four by an enterprising manufacturer. These sets are go'd filled and the box of 4 sells at $1. which is not out of the way, because the box in which they are fitted bears a little rhyme on the cover together with a picture of a victim of a lost shirt stud. These boxes are said to be very popular as gifts with women customers.

Rubber Composition Belts

The demand for belts seems almost endless, but in this connection a Montreal wholesaler states that the rubber composition belt is now having a large sale because of the advantageous price. The buck'e on these belts is nickel plated or silver plated nickel as desired The demand for belts is by no means injuring the sale of invisible suspenders, which are nearly always worn in conjunction with the belt, but outside suspenders are reserved for working hours, apparently, rather than dress wear. The demand for invisible suspenders has been greater this Spring than ever before, it was said, especially in 2 and 4 point styles. Rubber composition belts with smart oblong buck e can be had in a choice of three shades priced as low as $4.75 a dozen. Brown is said to be the foremost color, with black and grey next.

Bathing Belts of Rubber

In connection with belts, it is interesting to note that bathing belts are now an established line with men's wear retailers for the coming season. These belts are designed to wear with the popular "life guard" bathing suits and are shown in two-color effects, such as scarlet faced with white or grey and white. Non-rustable nickel buckles and slides are adjusted to the belts which are made of the rubber composition also and dry instantly. Men's bathing caps appear to be a permanent fad among swimming enthusiasts and are offered in tight fitting styles with or without chin strap and in several colors.

Watch Chains Favor Fine Links

The demand for men's watch bracelets seems to spring up automatically in the Spring to replace the ubiquitous watch chain, but this season will probably have a close rival in the new "pocket to pocket" ribbon of black corded silk, or the new chain novelty which fastens to the wearer's belt. Watch chains are still slender and fine of links, in fact, it would seem as though chains must become somewhat heavier, as the last word in delicacy has now been reached. A smart novelty is composed of alternate green and white gold links in elongated effect.

Scarf pins favour inconspicuous patterns and are small in size. The favorite stone setting is the pearl, but sapphires are very popular in slightly more expensive varieties. Diamonds are considered only in the very best and most expensive designs. The scarf pin has become entirely a gift article, it is said, and is the invariable choice of women shoppers rather than men. Tie clips are another useful and ornamental article of jewelry which may be had in domed or flat effect with engine-turned or monogrammed decorations.

Spiral Wire Armlets

Spiral wire arm bands are having a very good run. The spiral styles can be had in either nickel or gilt finish in either of two widths.

Homer Buckley, speaking in Chicago recently, reported the analysis of the reasons influencing an average hundred persons to change store patronage;

Sixty-eight changed because of store indifference;

Nine because of better service elsewhere;

Three because other stores are more convenient;

Fourteen because of unadjusted grievances;

Five were influenced by friends to go elsewhere; and one died.

Rod. Weir, sales and promotion manager of "Fashion-Craft," who has been absent in the West on business for the firm, and occupied in visiting their various agents and customers, has recently returned to Montreal.

A. D. Descarries of the Alphonse Racine Company, Montreal, attended the National Sample Men's Association convention at Louisville, Kentucky, during May.

BEWARE OF INOFFENSIVE MATCH

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of $413,322, out of a total average number of 9,477 fires, aggregating an average yearly loss of $12,653,063. The total number of fires caused by carelessness with matches and children playing with them in 1920 in Ontario, were 913, and the amount of loss was $323,231. To this loss, charged directly to carelessness with matches, might well be added a large portion of the loss caused by the careless smoker. Fires under this classification during the last three years have averaged 468 in the province entailing an average yearly loss of $339,-296. This means that more than fifteen per cent. of the fires occurring in Ontario each year are caused by carelessness with matches and by careless smokers.

"In the statistics compiled by the National Board, matches and smoking are combined under causes that are strictly preventable. In 1917, the total loss from this classification amounted to $15,406,-165 and in 1918, the loss amounted to $16,453,562. It is of noteworthy consideration that of twelve classifications under which the National Board places strictly preventable causes of fires, that of matches and smoking heads the list by several million dollars."

Tells Commercial Travelers of International Labor Conference at Geneva Eight-Hour Day Discussion

S. R. Parsons Addresses Concluding Seasonal Luncheon at King Edward—Believes International Conference Can Accomplish Little for Either Capital or Labor—Too Much Politics?—Co-operation, the Key to the Difficulty

AT THE concluding Saturday luncheon of the season of the Commercial Travelers Association of Canada held at the King Edward on May 6th, S.R. Parsons told the gathering of the League of Nations Labor Conference which was held at Geneva in October and November of 1921. Mr. Parsons has been the employers' delegate at this conference on two occasions and his conclusions—after attending them, are that they cannot accomplish anything of permanent benefit to either employer or employee because of the diversity of interest in the various countries represented, the difference in the character of the industries engaged in, and the apparent disposition of government delegates at these conferences to "play politics."

Before Mr. Parsons was called on for his address, J. Harry Dodgson, first vice-president, gave a five minutes talk, urging the members of the association to be more enthusiastic in the work of the organization. He emphasized the fact that the commercial travelers of this country could have one of the finest organizations in Canada if the rank and file would take a more active interest in the meetings by attending them and getting others to attend them. His remarks were loudly applauded.

S. R. Parsons

Mr. Parsons, in speaking of the labor conference in connection with the League of Nations, first told of the machinery that had been set up by the League for the discussion of world labor problems. It was provided that each country signatory to the League should have four representatives to this conference; Canada had two representatives appointed by the government, one from the employers and one from labor. The first conference had been held at Washington, the second and third at Geneva; and the speaker said he had had the honor of representing the employers at two of these conferences. The speaker explained that these conferences were not given legislative powers, but merely advisory, and their deliberations were sent on to their respective countries. It remained with the government of the day whether these deliberations were crystallized into law. Mr. Parsons said that a subject might be brought before the conference in two ways; either as a recommendation or by convention, the latter being the more important way. Anything that was endorsed by the convention method was usually considered to be effective for a ten year period.

The Eight-Hour Day

Mr. Parsons devoted the principal portion of his address to an explanation of the discussion on the eight-hour day proposition. He said the provisions of this proposal were severe and drastic and that only four of the countries represented in the League had endorsed it, and they were not really industrial countries at all. Great Britain had said that conditions were such at the time that she could not agree to an eight-hour day.

The speaker believed that the chief mistake made at this conference was that too much was attempted. As a matter of fact, Great Britain and Canada had the eight-hour day but by agreement between employers and employees rather than by legislative enactment. The speaker felt that the question was largely a continental question and because the United States was not a member of the League of Nations it would be next to impossible for Canada to take any step in this direction that was not effective in the United States as well.

In discussing the question of an eight-hour day as applied to agriculture, Mr. Parsons asked the question if some of the government delegates were playing politics. He said that France, for instance, had submitted a petition against the mere consideration of the question at all; yet when it came to a vote the French delegates refrained from casting their votes. Though the British government delegates spoke against it, they, too refrained from casting their votes. There was also a certain amount of dissatisfaction because non-industrial countries had the same voting power as industrial countries like Great Britain, for instance.

The speaker believed there was a general dissatisfaction with this international labor conference and its ability to bring about a solution of outstanding labor problems. What then, had they to look forward to so far as the solution of these vexed problems was concerned? Was there any way by which industrial peace could be brought about? So far as the speaker's experience went, he did not believe that any international labor conference could bring about industrial peace. Neither did he believe that any world-wide organization composed of representatives of the employers and employees could settle these problems. In such conferences two great armies were opposing each other with nothing in common to bring them together. When these two armies had interests that were common and employers and employees all feel that they can work together for a common end, then they would have industrial peace. He felt that they must get back to the time when the employer took more interest in the employee, in his life and comforts; both employer and employee must take a greater interest in each other's work.

Co-Operative Committees

Mr. Parsons believed that this could be brought about through the instrumentality of co-operative committees. It was impossible to lay down a program for individual industries. This had been attempted under the Whitley plan in England but the expected results had not been obtained because it pre-supposed two great organizations of capital and labor lined up against each other.

The employer should think and plan for the employee, he should plan to give him the things he did not have and was entitled to, he should formulate schemes by which he could help the employee to save. For once a man began to save, he became a capitalist for a capitalist is a man who had a dollar left over from yesterday. Individual savings would do away with Bolshevism, because when a man had savings he had something at stake.

Speaks of Re-establishment

After Mr. Parsons's address, a five-minute talk was given by Mr. Hirst who outlined what had been done for soldiers, re-establishment in the Niagara Peninsula.

W. H. Judge presided.

A NOBLE DEED

The Commercial Travellers Association of Canada have added to their laurels recently. They have held four luncheons within the last few months and at these luncheons they have taken up collections for a cot in the Sick Children's Hospital at Toronto. The announcement was made at their concluding luncheon on Saturday, May 6th, that enough money had been collected to equip and furnish a cot in the Sick Children's Hospital which will be known as the Commercial Travelers Cot.

Almy's of Montreal won a 2 to 0 victory from Goodwin's of the same city in the feature game of the Mid-week soccer league.

The machinery and business of the J. C. Baker Hat Co., in Belleville, Ont., have been purchased by S. Kronick of the American Hat Co. Operations will be resumed in the near future on a large scale.

James M. Ross who has been in business in Moncton since 1877, died on May 12, at the age of seventy. He conducted a tailoring and men's furnishing business in Moncton for many years. He was interested greatly in civic affairs, having been at one time an alderman.

Brisk Business In Spring Shirts

No Price Change In Sight—Collar To Match Grows In Favor

REPORTS from Montreal shirt manufacturers indicate an exceptionally good spring business this month. Early in January last the hope was expressed by one of the leaders in the shirt and collar industry that the market for shirts and collars might become more settled. It was pointed out that wholesale stocks were generally in a satisfactory condition but merchants were buying very carefully owing to the fact that so many different prices were being quoted for similar quality goods. Buyers naturally were uncertain as to advisability of purchasing for future requirements but with the advent of real spring weather the volume of sorting orders especially from the eastern section of Canada, has been large. One leading shirt manufacturer in Montreal stated to Men's Wear Review that sorting business has been exceptionally heavy and has surprised even those who were most sanguine during the earlier spring months. The looked-for improvement from the western provinces will probably occur when harvest conditions right themselves next summer. Prices of grain and cattle in the west are still lower than normal and the necessity still exists for wholesalers to carry merchants in the prairie provinces for another twelve months, but this undesirable state of affairs is somewhat offset by the general bettering of demand in the east.

No Price Changes In Sight

Although there are rumors of a slight drop in prices of materials next month, any such change may not be reflected in the cost of finished goods until late in the fall. Factories are still busy on immediate delivery goods, and preparing for the departure of travelers about May first.

Touching on the style features of fall shirtings, one manufacturer stated that he looked for a heavy demand for covered designs in dark shades, especially in prints. Neat patterns would dominate the demand exclusively with a total absence of loud or conspicuous designs in all fabrics. White ground shirtings with fine blue stripes, however, will continue to be a leading favorite in staple shirtings. Another manufacturer in this connection, commented upon the fact that although he had heard repeated rumors of the coming vogue for solid color shirts, yet only blues and greys were in demand in Canada. Tans, greens or mauves did not seem to have an appeal to the average retailer for some reason.

Collar To Match Grows In Favor

The collar to match shirt has come to stay, according to unanimous reports from three leading firms in the Montreal field. One house which favors the double colored collar to match in either soft or starched effect states that retailers are now calling for these in quantity and deliveries are being made as quickly as possible. Another house comments on the demand for wing points on single ply collars matching shirts and anticipates a heavy demand from the better class trade.

The all-white shirt continues to dominate mid-summer demands, and is being linked up with the showing of the new unshrinkable collars.

Price ranges show no change, the $15 basis being maintained for popular priced goods with a corresponding increase according to novelty features.

Shoddy Prices and Shoddy Clothes

Victoria Merchant Says Dealers Should Drive Home Facts About Good Clothes Costing Money

The purchaser at the George Straith men's wear shop in Victoria, is favourably impressed by the artistic card which is found enclosed with the package, be it a necktie or a suit of clothes. The card is shown.

If, upon opening this parcel, the contents are found to be in any way defective or different from what you ordered, we will consider it a favor if you will immediately notify us.

We are determined our business shall grow from the foundation of satisfaction and prompt service.

Geo. Straith,
1117 Douglas St.
Telephone 1356

These little touches give the individuality to a store that count so much in the year's business, and in the building of that intangible but valuable asset—GOOD WILL.

Tempted

"I have been sorely tempted this year," said Mr. Straith to the writer, "to cater to the public clamour for lower prices. But I am so thoroughly convinced that low prices cannot go hand in hand with good merchandise, that I am again committed to about the most high-priced line of clothing that has been shown me. I have educated the young men of Victoria for years to the fact that good merchandise can only be obtained at a good price; that good tailoring and good tie-fashioning and knitting is wasted on second-rate material. That a suit should be bought on the basis of what it will look like after it has had six months wear, that a hat with good felt will be worth blocking again—these are some of the things that I have preached to my trade for years, and to-day they are buying good clothes, and paying the price necessary to get the quality they know is cheapest in the long run.

Dangerous

"I feel that it is dangerous to pander to a customer's temporary obsession for cheap prices. The clothing merchant who is in business to stay cannot just sell "clothes," he must sell lasting appearance, comfort and the confidence that goes with good dressing. He needs to sell these things to his customer and then give him only the merchandise that will make good on the sale made. It behooves us all—and the entire trade engaged in selling clothing will benefit—to dispel the notion that real cloth can be bought at shoddy prices, or real master craftsmen may be hired at labourers' wages. Style, fit, workmanship and material must be paid for or they cannot be had. The days when distress stocks of big value can be obtained for the proverbial song are just about gone. In any case, there is a great advantage in making a sale that can be duplicated. The man who was sold, two years ago, a good article at a ridiculous fraction of its value, is to-day lost to the merchant who sold it to him, because that merchant either must ask a great deal more for a similar article, or is offering an article of evident inferiority in an attempt to meet his former price. A merchant must either be master of his own business, and dominate the situation or be thrown hither and thither by the vagaries of the fortunes of various manufacturers and the hectic efforts of his "bannersale" competitors.

NECKWEAR NOTES FROM THE MONTREAL FIELDS

Deliveries on silks from European markets for the men's neckwear trade are exceedingly slow this spring, it was stated this month to Men's Wear Review by a Montreal wholesale firm. No apparent reason is vouchsafed for this condition of affairs which has had the effect of retarding spring and summer deliveries of novelty neckwear to the retailer. Manufacturers are still working on late spring and summer lines which are being called for in increasingly heavy amounts from the retail trade after the delay in placing earlier in the year.

The trend of demand is entirely upon military stripe effects, it was said by this firm, and bright color combinations are especially good for summer, in cut silk effects. Knit ties are quieter at present as was to be expected after the flood of cheap grades which overflowed the market during the past few months.

There is no demand for narrow widths to speak of, the moderate or medium width being preferred by all classes of trade. According to this manufacturer it will not be surprising if the medium width has come to stay, for it is by far the best style for wear with the new style of sports clothes and permits just the right amount of shirt to appear at either side.

How to Introduce Some New Styles

Suggestions to Solve One Problem of Men's Wear Dealer

Just how to introduce a new style very frequently becomes a problem with the men's wear dealer. Though style may and does play a very important part in his merchandising, he may be at a loss to know the best methods of reaching his customers with something that is the acme of fashion. He wants to do something more than merely, by word of mouth, telling the customer that "this is new;" he wants to get the style appeal across in a manner that will bring results and will so fasten itself upon the minds of the readers of his advertisements or those who pass his store that they will come to regard his store as real style headquarters.

Must Keep At It

To acquire the reputation of being style headquarters means everlastingly keeping at it, keeping abreast of the latest developments in clothing and furnishings and acquainting your customers with such facts as you glean from week to week. Some of the most aggressive men's wear dealers in Toronto and Montreal, for instance, are devoting much of their advertising space these days to style talks, acquainting men with what is the newest on the market and what fashion demands that they wear if they are to be classed as well dressed men. They say such advertising is bringing results, not only in sales but in expressions from readers of their advertisements to the effect that they appreciate the style "tips" that are given from day to day. They haven't the time to study styles themselves and are given a real service by the advertising manager when he tells them what is new. Such advertising supplements very well the more general style of talking fabrics, price and quality.

A Suggestion

"Merchaneer," who writes for the American Men's Wear, has a very useful suggestion for men's wear dealers, outlining the method to be followed in introducing a new style. He takes the case of collars, but the method he suggests might be followed in other lines of furnishings.

"I would dress up myself," says "Merchaneer," "I'd wear the new things myself. I'd wear the low, long pointed collar. Then I'd give orders to my window dresser that he was to use only this collar for display purposes, whether on clothing forms or in neckwear displays.

"The next move I would make would be to instruct my advertising man (a most important man in the scheme of things, because he is open-minded to new thoughts and ideas) not only to have his artist depict this low collar on all classes of men but to seductively bring it into his advertising copy with a few words. If he mentions comfort in clothes, or hats, or shoes, let him say, 'as comfortable as the new style of stiff collars.' Or if he is talking about style in another line of apparel, words like this, 'as smart as the new, low pointed collar.'

"After a week or two of this silent propaganda work, I'd begin on the buyer and clerks in all departments. I'd explain what I was doing and why. I'd impress upon them that besides our reputation for quality, price and service, we wanted to build a reputation as being first in our town—an authority on our business—men's dress—and that it can't be accomplished 100 per cent. unless we get the help and co-operation of 100 per cent. of our own people. I'd get every man possible to wear this collar. I'd tell him every reason I know why he should wear it—and then I'd let it go at that. You'll see its sale begin to increase by just these simple, silent propaganda or insidious methods."

Plunder-Merchandise is merchandise in which quality, workmanship, service and satisfaction have been sacrificed to create fictitious "bargains."

Plunder-Merchandising is the poisonous growth of illegitimate competition between unscrupulous dollar-chasers who have no appreciation or respect for public good and good-will.

If the increasing evils of Plunder-Merchandising are not checked by a determined stand on the part of Manufacturers' Associations and Chambers of Commerce, as well as by individual effort, the high Canadian standards established by reputable merchants, manufacturers and workmen cannot endure.

CAPS

Men's and Boys' Caps
Children's Tams; Boys' Etons
Also caps made from your own materials

Universal Hat & Cap Co.
London, Ont.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

CASH REGISTER WANTED

Single drawer. Receipt printer. Must be in excellent condition. Box 43, MEN'S WEAR REVIEW, 153 University Ave., Toronto.

Service for Sale.

Sales manager offers his connection, experience and time in developing and handling selling force for

Made-to-Measure Clothing for Men

Is familiar with the best districts of Canada from Halifax to Vancouver on account of having travelled the Dominion appointing Agents.
Salary—Five thousand per year and commission against which will be turned in an active selling force who are handling advertisers' registered brand of tailored-to-order clothing. Their work will go on uninterrupted.
This is a BIG chance for a house prepared to give good values and service and who desire a large outlet for their goods. Apply to Box 24, MEN'S WEAR REVIEW, 143-153 University Ave., Toronto.

J.&J. Taylor's Safes for Sale

One J. & J. Taylor Safe, inside dimensions 15 inches deep, 2 feet 6 inches wide, three feet 11½ inches high and fitted with a built in compartment. Price $250.00.

One J. & J. Taylor Safe 18 inches deep, two feet 9 inches wide, four feet 5 inches high, fitted with a steel compartment. Both safes are in good condition and can be bought at a price that will save considerable money to the purchaser. Price $200.00. Box 68 MEN'S WEAR REVIEW, 153 University Avenue, Toronto.

Vineberg

Every kind of Men's and **Boy's Pants** for all occasions—White, Khaki, Duck, Riding, Outing and Working Pants — exceptionally well made at popular priced figures.
Inspect the Vineberg line before buying—if our traveller has not called write for samples

Vineberg Pants Co.
160 McGill Street
MONTREAL

A campaign to help YOU

BOTH here in London, who are in to choose the wear TRESS HATS
At town and country clubs —note the TRESS HATS
TRESS HATS
AT town and country Clubs —note the TRESS HATS
TRESS HATS
MEN who realize the business value of correct dress are particular about their headwear. The Tress mark on a hat guarantees its style and quality
On the hatracks of executives —note the TRESS HATS
YOUR HAT SIR!
TRESS HATS
TRESS AND COMPANY, LIMITED
London · Toronto · Calcutta
ON the hat racks of executives —note the TRESS HATS
TRESS HATS
THE Tress name on a hat guarantees its style and quality
TRESS HATS

WHEN you handle Tress Hats you know you are working in association with a London house which in seventy-five years has made itself a leader in Quality and Style wherever the Union Jack flies.

"Quality and Style" is the key-note of the Tress newspaper advertising now appearing all over Canada.

TRESS

HATS

TRESS AND COMPANY, LIMITED,

Romain Building, King Street West, Toronto.

London - Sydney - Calcutta - Capetown.

THE CELLULAR CLOTHING Co. Ltd.
AERTEX
LONDON

Can You Sell Air
In a Men's Wear Store

?

It sounds difficult;
Air is free!
And selling air for underwear sounds harder still!
But it is not.
A cushion of air between skin and clothing is the very acme of cool comfort.

But how to get it there?

That is where Aertex comes in. That is what you are selling your public in Aertex Cellular Underwear—the air cells that are created by this new weave.

That is what we are selling the public in the advertising we are now starting all over Canada. They have only to try Aertex once—it is something to which they have been utterly unused—underwear that is freedom itself—they will enthuse and tell their friends. They are doing it all over the world.

You can sell air, and you can sell Aertex with the greatest of satisfaction to yourself **and your customers.**

Cellular Clothing Co.,
Limited
323 Bleury St., Montreal, Canada.

Pure Irish Linen Thread

"Fountain Brand"

Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

ASSURES ECONOMY

to manufacturers of clothing and leather goods, due to its reliability.

No broken ends and no snarling makes FOUNTAIN BRAND the most economical thread on the market.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 553 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg.

"Craftana"
Registered No 262,005

THE HALL-MARK OF
Maximum Comfort and Durability at Minimum Cost.
FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.
ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses

Monarch-Knit
Sweater Coats

MONARCH-KNIT
THE MONARCH KNITTING COMPANY, LIMITED

The Monarch-Knit "M.391" Coat above illustrated in two sizes is an ideal garment for the golfer. Its smart, but conservative style appeals to every man. This coat is also very popular as a house or office coat as well as for out-of-door wear.

Feature This Coat in Your Displays of Golfing Apparel

The Monarch Knitting Company, Limited

Head Office : Dunnville, Ont.

Factories : Dunnville, St. Catharines and St. Thomas, Ont.

Toronto	Montreal	Vancouver
Ogilvie Bldg.	Dubrule Bldg.	408-409
Cor. Bay and Wellington Sts.	Phillips Square	Mercantile Block

Fur Collars if desired

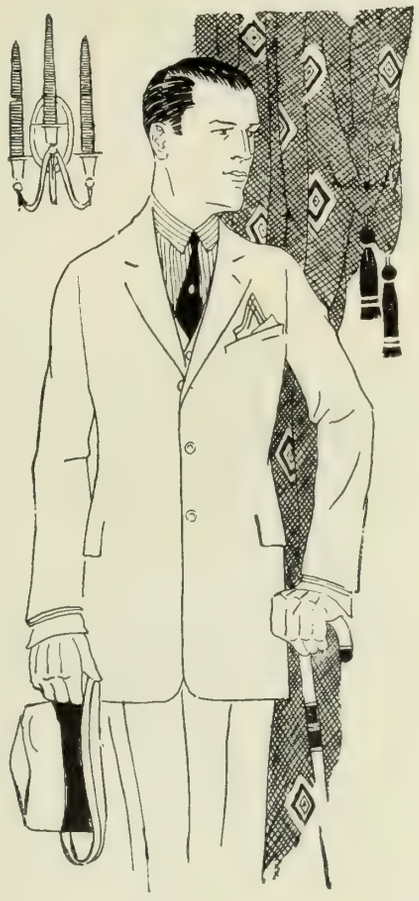
Also Made with Chamois Yokes

THE NEW LEATHER YOKE

Give them something new and yours will be the busy store! This distinctive feature in Acme Ulsters now being shown is sufficient in itself to sell the coat, but it is only one point of excellence. Their smartness, fit, finish and reasonable price make Acme Ulsters the logical line for live Merchants.

ACME GLOVE WORKS, LIMITED

MONTREAL



OXFORD BRAND CLOTHES

Style, wear and value after all, are the main standards by which good clothes are judged.

Good materials—are the foundation upon which our designers have built. Men who are accustomed to the best, know by experience what the name "Oxford" stands for in the realm of fine clothes. The name alone will bring customers.

Our designs are original and distinctive. Ask to see our patch pocket designs.

Our representatives are now out and will be glad to show you how you can profit by handling the Oxford line.

Made to Individual measure or from stock.

OXFORD CLOTHING CO.

LIMITED

King Street and Spadina Ave. TORONTO

A Quick Turn-Over

—that's what counts these days.

NU-WAY STRECH SUSPENDERS
MORE COMFORTABLE
GREATER WEAR
SWEAT PROOF GUARANTEED
CAN'T KILL THE STRECH

Every pair you sell means service to your customers. With no rubber to spoil or will not deteriorate on your shelves. Try our invisible suspenders. Write for prices. They will insure good profits. A year's wear or a new pair. Every pair guaranteed.

Nu-Way Strech Suspender Company

MANUFACTURERS

St. Thomas - Ontario

Better Display Forms Make Bigger Sales

We have everything in the way of fixtures that will aid you to excel in your window displays.

Our up-to-the-minute models here shown, finished in Mahogany and Walnut, and mounted on 8″ and 12″ Wood Base are most complete at almost pre-war prices.

Write us about them.

Delfosse & Co.

247-249 Craig St. W., Montreal

"Tout Passe"

(Everything Changes)

THE FRENCH have a proverb which begins "*Tout passe*" (Everything changes). This contains the germ of an idea which should be good medicine for the business man who is inclined at the present time when trade is quiet to rest on his oars and delay making preparations for the busy period until that period actually arrives.

Everything in this world is continually changing. Some philosophers even tell us that there is no present; there is only the past and the future; the past is gone and to-morrow, even the next hour, the next minute, are in the future. And in the future only one thing is certain, that is, change.

So conservative is human nature that the great majority instinctively assume that whatever conditions exist at the moment must continue to exist for some time to come. The direct contrary is, of course, the case. The philosopher knows that whatever else may happen one thing is certain, viz., whatever is, is not going to continue.

Why is it that only the few can make money in stock exchange speculation? Because the ordinary man waits until prosperous times appear to him to have become established and to have become a permanent institution before he buys. And in most cases he then finds he has bought at the top of the market. On the other hand, when things are at their lowest and he could buy with a prospect or almost a certainty of profit, everything appears to him black and he cannot see any likelihood of change. The shrewd operator, however, knows that when things look at their worst it is time for them to mend. This is the time he chooses for buying and when everything is booming is the time he picks for selling.

We may not be on the eve of a big boom, but one thing is certain, things are not going to remain as they are for long.

Now is the time when shrewd and far-seeing men are preparing for prosperous times. They are making preparations so that opportunity may not take them unawares. They see that now is the time to cultivate trade and make their products known so that when the tide of prosperity is on the flow they may be in a position to take advantage of it and reap the benefit of their foresight.

If anyone tells you we are in for several years of business depression, take heart and be assured that this is a sign we must be nearing better times.

In the spring of 1918 many well-informed men predicted three further years of war. The war ended that autumn.

In 1920 many business men spoke of three or four more years of prosperity. The prosperity wave was even then on its ebb.

These men like the great majority did not realize that everything changes. Are you going to place yourselves among their number, or are you going to rank among the minority and bear in mind the proverb—*Tout passe?*

McGregor Caps

are practical, comfortable and dressy—economical too—

Price $12.25 and up

THE RECORD HAT
You have the story in the picture—a hat that is extremely appealing. In Beaver and Pearl Grey.
Price $37.50 and up.

Do you know Cap Value?

If satisfied customers are expected, caps must be bought like other lines of merchandise. The growing demand necessitates care in the selection of your stock. McGregor Caps have a national reputation for dependability. Showing full range of Fall samples. Latest tweeds and Perfect styles.

Hyde & Halliwell

43 Scott Street - Toronto

Representing: Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts. Messrs. M. Bertish & Co., Ltd., London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

"I Will Give You $1 for that Copy"

So said a Toronto business man to one of our representatives who showed him a copy of one of last year's issues of THE FINANCIAL POST.

Recently another subscriber offered $2 a copy for several back numbers of THE POST required to complete a file. Because THE POST supplies much information that is to be had **in no other publication** many of its readers keep it on file for reference.

The City Treasurer of a large Western city had a special table built in his office to carry a complete file of THE FINANCIAL POST to which he refers nearly every day. There are many others like him who find THE POST valuable beyond the first reading.

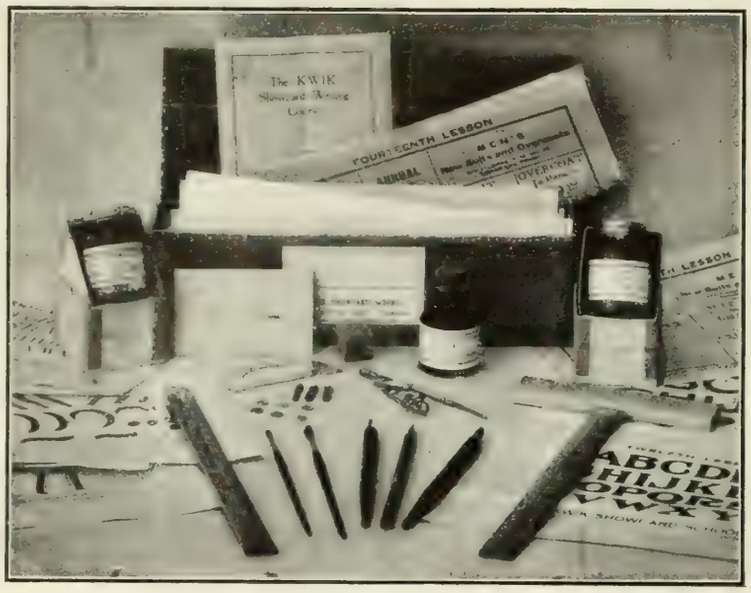
It is because THE FINANCIAL POST is valued by its readers, is closely studied and is in many cases retained for reference that it offers the advertiser so much of those important qualities that advertising experts call **"reader attention"** and **"reader interest."**

The leading investors, business men, bankers, financiers, public officials in every community of Canada read THE POST. THE FINANCIAL POST gives the advertiser

"QUANTITY of QUALITY"

Kwik Showcard Outfit, $4

A Complete Equipment for the Showcard Writer



Outfit Consists of---

1 bottle Black showcard color
1 bottle Red showcard color
1 bottle Blue showcard color
1 No. 8 best quality red sable showcard brush
1 No. 4 best quality red sable showcard brush
2 pen holders
4 Soennecken pens
1 art gum
4 thumb tacks
1 compass
1 protractor
1 T square
1 pencil
1 ruler
1 complete set of lessons including nine modern up-to-date alphabets with full instructions on showcard writing.

Write for Illustrated Catalog of Supplies

The Kwik Showcard School

81 Bond Street, Toronto

SPORTALLS

—just what customers are looking for. Priced at a price any mother can afford to pay.

SPORTALLS protect the underclothing.

Cut down laundry bills.

Save mothers hard labor.

They are cut full length of the leg; saving the cost of stockings and making the youngsters feel grown up.

Sportalls retail at $1.00 and up per suit.

Send for sample Dozen.

The **JACKSON MFG. CO., Ltd.**

CLINTON, ONTARIO

Factories at Clinton, Exeter, Goderich *and* Hensall.

Instructive Advertisements

"I think the advertisements are good and I read them all the time. If it were not for the ads. I would not be able to keep up-to-date on new equipment. It is the only way we learn about anything new, as circulars are mostly kept in the offices," writes a Hamilton reader.

Double Moral---Read the Advertisements

Use Men's Wear Review for Advertising

THE FALL LINE *of* ARROW SHIRTS

Is Ready for Inspection

A feature of the showing is the introduction of

DOUBLE-WEAR CUFFS

which will now be found on all ARROW SHIRTS

There are many new styles in the line and many worth while fabric introductions. These include the Bengal Dimities, Satinara Stripes and Gloria Pongee.

The neck bands of ARROW SHIRTS are Pre-Shrunk and there are several sleeve lengths to each neck size.

CLUETT, PEABODY & CO., of Canada, Limited

MONTREAL TORONTO WINNIPEG VANCOUVER

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THE INQUIRER'S CORNER

You may want to know where a certain line of merchandise in the Men's Wear Trade can be procured; you may have on your hands a problem in connection with your business that is difficult to solve. Men's Wear Review can render you a service and will cheerfully do so if you will fill in this blank.

INFORMATION WANTED

Men's Wear Review,
153 University Ave.,
Toronto, Ontario.

Date *1922*

Please tell me .....

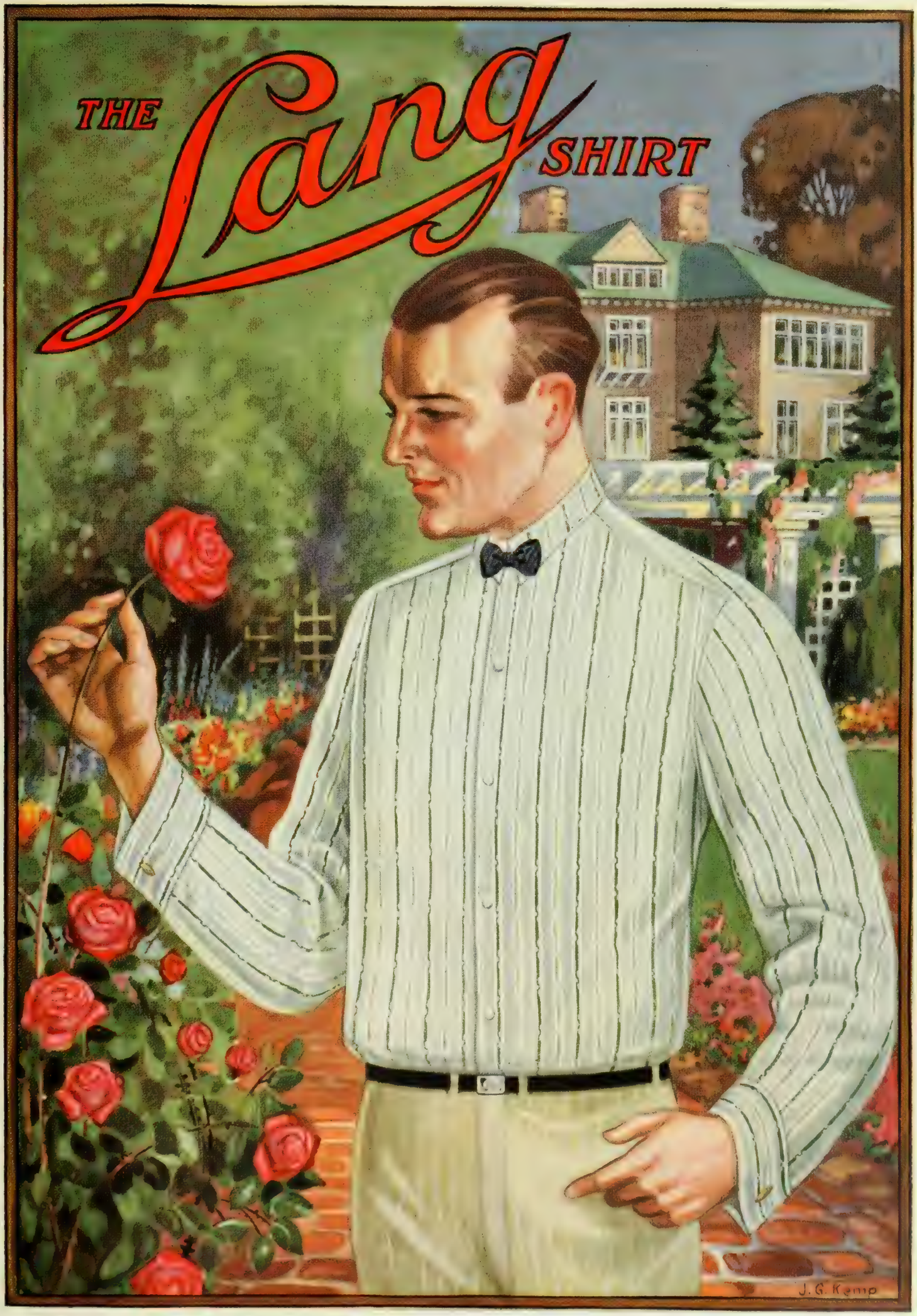
.....

.....

.....

Name .....

Address .....



THE LANG SHIRT CO., LIMITED - - KITCHENER, CANADA

Tooke

CANT SHRINK CANT CREASE

"KANT-KREASE"

SOFT COLLAR

1/4 SIZES 5 STYLES

MEN'S WEAR REVIEW

Vol. XII. No. 6 | THE MACLEAN PUBLISHING COMPANY, LIMITED
PUBLICATION OFFICE: TORONTO, CANADA | JUNE, 1922

FABRIC UNDERWEAR

In Every Desirable Form of Construction

CLUETT, PEABODY & CO., OF CANADA, LIMITED

When They See Them!
—They BUY—

STRAND SHIRTS sell themselves. Tremendous sales from Strand displays have proven this time and time again. Strand superiority in quality of workmanship and design, never fails to create in the passer-by a desire to **buy.**

Opportunities for the sale of Strand Shirts in your locality are not only good now, but grow greater as time goes on. If you are not handling the Strand Line—

Write us today

STRAND SHIRTS

Alphonse Racine Limited

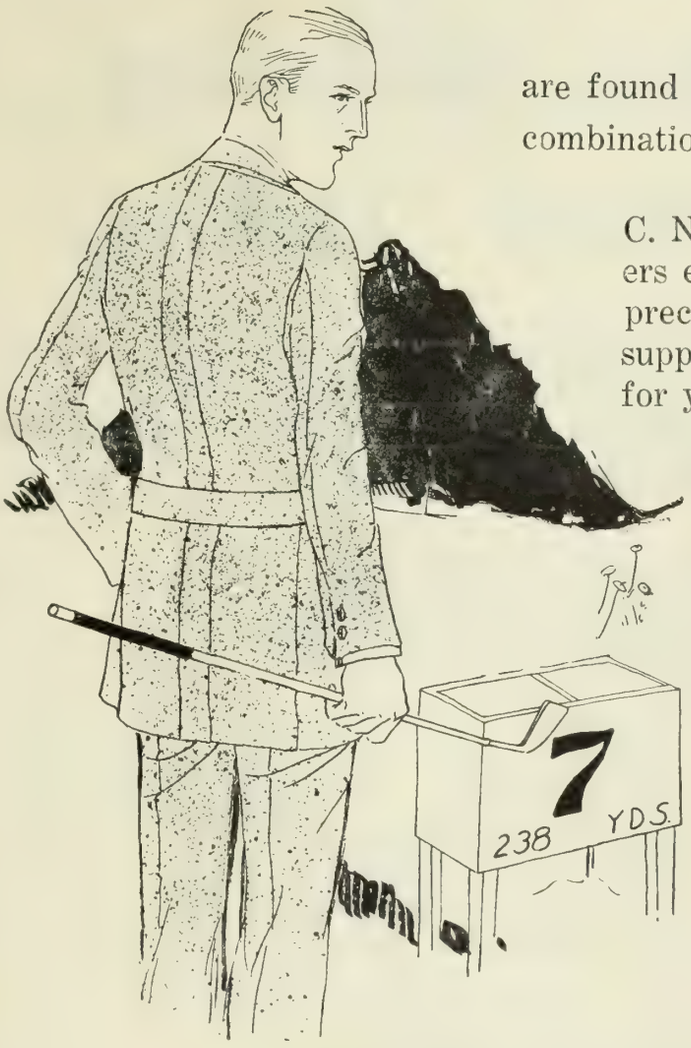
Makers of

"Racine" Working Shirts **"Pennant" Fine Shirts**
and the "Strand" (chemise de luxe)

MONTREAL

(Factories) Beaubien St., Montreal St. Denis, Que. St. Hyacinthe, Que.

Values



are found in our new Fall line which is a combination of style and satisfaction.

C. N. & R. models are popular sellers everywhere among men who appreciate QUALITY. They will supply novelty, too, and make sales for your clothing section.

There is a wide demand for them. Have you ample stock on hand? If not, prepare for this assured business. Place your order at once for C. N. & R. Clothes.

Women's Cambridge Ulsters

Smartest, most perfectly tailored of all sport coats. Tailored like a man's, but, with many extra refinements of style, fit and finish. Wide selection of colors. These are big sellers, so order now.

Coppley, Noyes & Randall, Limited

Hamilton - Canada

Clothing Manufacturers and Merchant Tailors

will find much to interest them in the linings, dyed and finished by the Bradford Dyers' Association. Two finishes of extraordinary quality, value and popularity with the trade are:

B.D.A. "MARQUISE"—a finish for Cotton Venetians that gives to these sturdy linings the appearance of the finest silk.

Moreover, B.D.A. "MARQUISE" linings are not affected by ironing or pressing.

For medium grade garments, we recommend the **B.D.A. "SUNBRITE MARQUISE DE LUXE."**

This is a finish that gives to Cotton Venetians a lustre and depth of shade second only to silk.

Samples of these, and of other B.D.A. finishes suited to the garment trade, may be had by writing to the principal offices in Bradford, England.

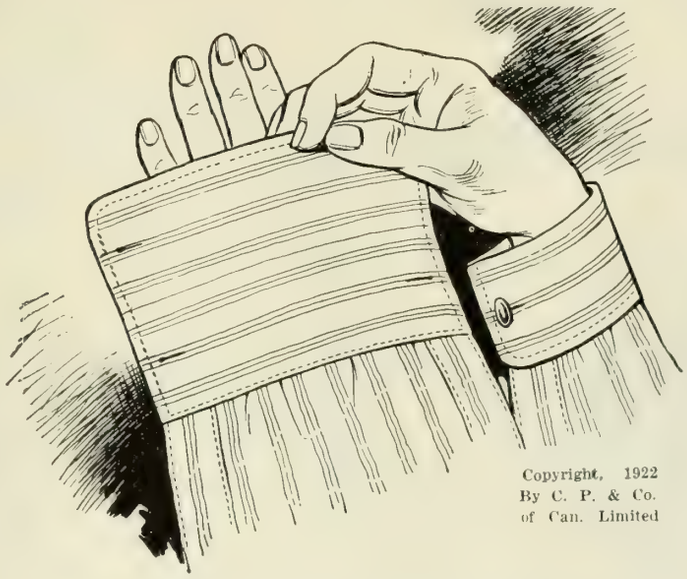
THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ

BRADFORD
Dept S
39 WELL ST

LONDON
128 & 129
CHEAPSIDE E C2

BDA
(COPYRIGHT)



The double wear cuffs that double the life of the shirt

The W.G.P.

SHIRTS

Fall 1922 Showing is Now Ready

A MORE than ordinary showing of entirely new effects in cloths that make the best of shirts at prices which will be found to be very attractive. The shirts are made up by a staff of experienced operatives who take great pride in their product. The shirts are all made with double wear cuffs, pre-shrunk neck-bands and in several lengths of sleeves to each neck-band size.

CLUETT, PEABODY & CO. of CANADA, LIMITED

MONTREAL TORONTO WINNIPEG VANCOUVER

Schwartzman Bros.

OVERCOATS

For

Fall and Winter

Your customers will be pleased with this new line of English Woollen Fall and Winter-weight Topcoats.

They come in the latest English and American models, with check plaid backs, half silk and Polo linings in all the popular shades. Hand-tailored to meet the tastes of well-dressed men.

Our new creation "The Reigncoat" in an all English Gabardine has won great popularity and is selling beyond expectation.

Write us about it.

Schwartzman Bros.

Dubrule Bldg., Phillips Place
MONTREAL

Exclusive Makers of "The Reigncoat"

THE CELLULAR CLOTHING CO. LTD
AERTEX
LONDON

You and We Sell The First Garment

You sell just one Aertex garment to a man—you make just one selling effort—tell him what it is, where it is different and why he should have it.

Thus far, we ask for your good salesmanship.

But you will never have to sell that man again. As long as he is in your town and as long as you are handling Aertex Cellular Underwear, he will be your customer.

Incidentally, we are here to help you sell him his first Aertex garment. We are advertising from one end of Canada to the other telling the underwear story of the age—air cells — the underwear that puts the cushion of air between skin and clothing—and just what the air does.

Aertex is right from the first to the last stitch--it delivers comfort hitherto unknown to men.

The best dealers all over the World handle Aertex. It is a good seller, because it is a sound seller — it gives more comfort and wear than the buyer expects.

CELLULAR CLOTHING CO., LIMITED

323 Bleury Street, Montreal, Can.

12 to 18½

11½ to 19

12 to 19

From All Parts—

of the country come requests for KANTKRACK collars.

This is evidence that customers value the service and long wear that KANTKRACK collars give. Prices are greatly reduced but the quality is maintained. The new price is $2.90 per doz. Boys' sizes in six styles $2.40 per doz. Single band in Cress and Joe style $2.40 per doz.

Better value through longer service makes this line the favorite with the buying public, and consequently the most profitable for the retailer to handle. Made in Canada and sold direct to the trade at **one price to all.**

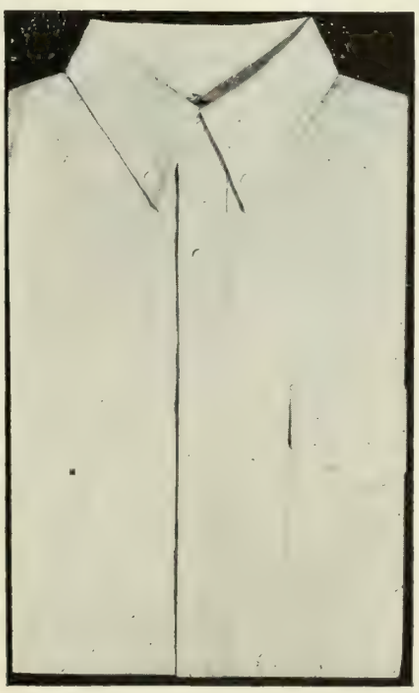
11½ to 21

11 to 19

11½ to 18½

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA **Est. in Canada, 1907**



Deacon Shirt Co.

Offer for Immediate Delivery

Soft Collar attached shirts and soft collar separate to match shirts.

Pongees
Oxfords
Silkettes
Fine Poplins
Madras

These lines have won popularity with dealers because they sell rapidly and win best trade. They are well made in every respect and are suitable for almost every occasion.

Send for samples.

THE DEACON SHIRT CO., LTD.

BELLEVILLE - - ONTARIO

Cave Man Stuff

BACK near the beginning of things, our pre-historic forebears would have perished from the earth if they had not understood the science of reading advertising.

The cavemen didn't know much about underwear, neckties or overcoats, but they did have to eat. The one who could follow the tracks of the game he hunted, or read the meaning of a twisted leaf or broken twig, was best off in life.

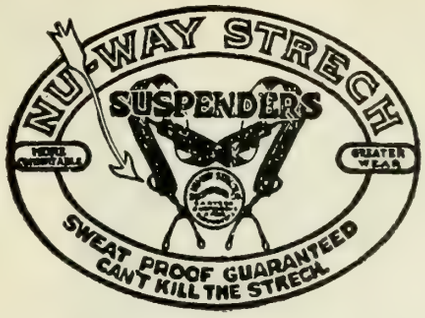
Then, as now, the most consistent reader of advertising was best dressed, best fed and most contented.

There has been something of an evolution in advertising in the last few thousands of years, but the principle is just the same.

The *consistent* reader of the advertisements is invariably best informed on what to eat and where to get it; what to wear and how much to pay for it; what to do and how to do it. He's up on the most important things in life. Consequently he gets most from life.

Throughout the ages, advertising has done much to make life livable and pleasant. We owe it much.

Let's make the most of it.



are so comfortable and easy one hardly knows he has them on. That is one reason for the increasing demand for

NEW WAY SUSPENDERS

Nu-Way suspenders, garters and hose supporters are dependable merchandise. They pay good profits and build your trade through satisfied customers.

Get the Business by selling New Ways

Nu-Way Strech Suspender Company

MANUFACTURERS

St. Thomas - Ontario

A Real Suit for the Boys

At last mothers have found a suit for her boy or girl that is perfect in every way.

SPORTALLS the ideal suit for every day wear. Youngsters can romp and play in any way without fear of getting dirty. They're labor saving; money saving; healthful, economical and practical.

Feature them and you'll get the trade.

Sportalls retail at **$1.00** and up per suit.

The **JACKSON MFG. CO., Ltd.**

CLINTON, ONTARIO

Factories at Clinton, Exeter, Goderich and Hensall

Buying a Pig in a Poke

The buying of advertising space used to be buying "a pig in a poke." The quantity and quality of circulation was shrouded in mystery and often the bag was tied against investigation.

That day has passed. The advertiser no longer depends upon "mere claims." The Audit Bureau of Circulations has untied the strings to the sack and the circulation of the better class of publications is thrown open for the most searching scrutiny.

In buying advertising space in the Men's Wear Review you are not buying "a pig in a poke." Our A. B. C. statements will stand the analysis of the most exacting investigator.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods House

A Successful Clothing Business Built On "Society Brand"

Dunfield & Company, Limited, have been doing business successfully on Yonge Street for twenty-five years, first as a Men's Haberdasher, sharing their store with a tailor, who looked after the clothing end of the business.

Five years ago, however, Dunfield & Co. decided to take over the Clothing Department and chose "Society Brand" Clothes.

The factors that led to their choice were as follows:—

Society Brand Clothes are leaders in styles that appeal to the well-dressed man.

Superiority of Society Brand tailoring.

Society Brand Clothes are made of all wool British fabrics.

The very high standard of Society Brand advertising.

Confidence in the makers of Society Brand Clothes.

Since handling Society Brand Clothes, Dunfield's clothing business has increased steadily each year.

The Society Brand Agency is available in some territories. Write us for particulars.

SOCIETY BRAND CLOTHES LIMITED
MONTREAL

Society Brand Clothes

Men's Wear Review

VOL. XII. JUNE, 1922 No. 6

The Budget--and the Amendments

Increase in Sales Tax of 50 Per Cent. An Important Item to Retailers—The New Stamp on Receipts Not Yet Clear As to Its Application—Depreciated Currency Legislation Introduces a Few Difficulties Not Yet Cleared Away—Leaves Much in Hands of Appraisers

SO FAR as the men's wear dealers of Canada are concerned, the budget of the Minister of Finance brought down on the 23rd of May will not make any very great difference to him. It does not add to his perplexities; it will throw little or nothing in the way of a further restriction to business. It may bring some lines of merchandise to his counter cheaper than before the 23rd of May; but on most lines there will be little difference, and it is barely possible that on some lines there may be a slight upward tendency.

Sales Tax Increase

The principle feature of the new budget so far as the retailer is concerned is the increase in the sales tax. This undergoes a general increase of 50 per cent. Formerly, the retailer paid a 1½ per cent. sales tax to the wholesaler, a 3 per cent. sales tax to the manufacturer; now he will pay 2¼ and 4½ per cent. respectively. Formerly the tax on the sale of imported goods by the manufacturer to the jobber was 2 per cent. and now it is 3 per cent. The same applies on the sale from the jobber to the retailer, making a total of 6 per cent. sales tax collected on imported goods before they reach the retailer. Under last year's sales tax the amount of $72,000,000 was secured. As formerly, however, this tax is placed on the invoice and the customer knows nothing about it.

Absorbed Or Passed On?

There is one feature of this sales tax, however, that creates a new problem for the retailer. Formerly many retailers absorbed this sales tax and forgot it. According to some of the keenest merchandising men in the trade, this will now be impossible. The new sales tax, they say, will have to be considered a part of selling expense or overhead and taken into consideration when the selling price to the customer is fixed. On the other hand, some retailers have said they intend to absorb it as before.

Amendments

So far as the original budget is considered, that is about all there is to be said about it. The amendments that were brought down by the Minister of Finance on June 12th have brought some changes of considerable importance into the field of merchandising. At this time of writing, some of these points have not yet been made clear and we will have to leave to another issue the full elucidation of these points.

One of the new regulations and an altogether new tax is the stamp that has to be placed on receipts. This does not come into effect until the first of January, 1923, and long before then it will be understood just what is required. Mr. Fielding stated that a 2-cent stamp must be placed on all receipts of $10 and upwards but whether this applies to a cash transaction or merely to an account is not yet clear. It is said that this new tax is fashioned after the English law.

Tax and Tariff Changes Affecting Men's Wear Trade

Sales tax increased by 50%.

Passenger automobiles increased 5% up to $1,200; 10% above $1,200.

Tax on receipts on bills of $10 and upwards, 2 cents.

Cheques, 2 cents up to $50; 2 cents on each additional $50 up to $5,000. Tax not to exceed $2.

Insurance, 5% on premiums paid unlicensed companies.

Telegrams and cables increased from 1 cent to 5 cents.

Cotton fabrics, grey, bleached or dyed, reduced under the preferential tariff, 2½%.

Cotton clothing reduced 2½%.

Flannels, lustres and mohair, 2½%.

Alpaca and Italian linings, 2½%.

Woollen fabrics, woollen clothing, cloths, doeskins, cassimeres, tweeds, coatings, overcoatings and felt cloth not otherwise provided for, reduced 2½%.

Rubber clothing, 2½%.

Knitted goods, 2½%.

Boots and shoes, 2½%.

Collars and cuffs, 5%.

German goods or goods from a country where the currency is depreciated must be assessed at English value and the duty so levied. In explaining this feature of the budget, the Finance Minister said: "The effort of the Government was to obtain a standard by valuing the mark and determining what value should be put upon it, having regard to various considerations.

"The way we are trying to do is, we are not thinking of the value of the mark, but we propose to have the value of the article determined by the standard of English value. If two parcels come into Canada on the same day, one being from England and the other from Germany, both of the same character, the value shall be determined by the value of the English article if the articles are made in England of like value.

"Where the articles are not made in England and therefore you cannot get the English standard of value to serve your purpose, you take the value in a neighboring country, where the currency has no substantial depreciation. We might take Holland or Switzerland or some of those countries where there is no substantial depreciation. The standard is the English value. Whatever is the English value of the article we will take as the value of the foreign country, in any case in which there is a depreciation of currency."

If that is the case, as we understand it, this new tax will apply only to an account and not at all to a counter sale or a cash transaction. As we understand it, in England a customer may demand a stamped receipt when making even a cash purchase if he so desires, but in the majority of cases he does not so desire, and consequently the tax is not paid.

It would certainly make a great difference here if this tax applies to all cash or counter sales. Difficulties would immediately arise. Take, for instance, the case of returning goods to stores that have adopted the exchange principle. If a consignment of $12 worth of goods were bought and $3 worth returned, it can easily be seen where difficulties would arise. Or if a stamp has to be placed on every sales slip of $10 and over—a slip that is really a receipt—it will mean many dollars during the year to dealers. This point requires fuller explanation but it should not be forgotten that it is not in effect till January of next year. E. M. Trowen, Dominion Secretary of the R.M.A., declined to make a statement to Men's Wear Review on this point, because he said he was not at all certain about it as yet.

Depreciated Currency

In the original budget of May 23 the depreciated currency legislation was wiped out entirely. The Minister of Finance stated that it had not worked satisfactorily in any case, and he was probably right. What seems to have gone on under this provision is this: Commission agents have acted for many firms in this country, buying from foreign countries, having the goods enter England under the Free Trade regulations, and then re-shipped to Canada.

On the 12th of June, an amendment was brought down by Mr. Fielding in which it was set forth that goods from a foreign country where the currency was depreciated, must be assessed at English value and the duty so levied. Mr. Fielding's elaboration of this amendment is given in another section of this issue and is worth considering. At the present time, there is considerable uncertainty regarding the effect this will have on goods coming in from, say, Germany, Austria or Italy. In these countries the currency is greatly depreciated.

Leaves Much To Appraiser

In the first place, the application of this new regulation will leave much in the hands of an appraiser. For instance, a Canadian wholesaler, purchases some Italian or Austrian hats. An appraiser who, in all probability, knows little or nothing about hats, places it beside a hat of English make and says that "this Italian hat shall be considered to be the equivalent of this English hat," and he proceeds to levy the duty on the Italian hat as if it were really an English hat. The same would apply to any line of merchandise from a foreign country, no matter what it might be. Unless there are Appraisal Boards with expert knowledge of merchandise there is bound to be some trouble in store for importers.

Importers are asking themselves where the difference is between the original budget of May 23, and the amendment of June 12, so far as depreciated currency legislation is concerned. Some say that it is only a change of words with very little, if any, change of meaning. The Italian lire or the German mark are still the lire and the mark at a greatly depreciated value and while the duty is levied on the equivalent in English merchandise, it does not increase the value of the lire or the mark; consequently does not erect a barrier to a much larger importation of foreign goods from countries where the currencies are greatly depreciated. On the other hand, others say that this regulation brings foreign currency up to English valuation and, therefore, puts the products of the two countries on a par so far as productive costs are concerned. It really makes a vast difference which of these two interpretations is the correct one, and at this time of writing we are unable to clear up the point.

"This change in the Sales Tax will have the immediate effect, of course, of increasing the cost of all clothing to the retailer by 1½%, which is the net increase in the Sales Tax rate.

These changes, however, in the tariff and Sales Tax on imports, will not affect our selling price for the balance of the season, notwithstanding the increase in the cost to us of Canadian materials received since May 24th. The slight reduction, however, in the cost of British materials, due to a reduction in the rate of duty, is more than absorbed now by the constant increase of British exchange.

Regarding the proposed currency legislation and its effect, from what we understand, the cost of the raw material is so high to the countries having a very low exchange rate, that even though they could produce, which we doubt, the quality of woollens suitable to our trade which can be obtained from this country or from Great Britain, this new legislation cannot affect the prices of high grade clothing which we manufacture. In fact, all fine woollens and worsteds cloths are increasing in price, notwithstanding this announcement in the change in the legislation concerning the valuation of foreign goods for customs purposes.

Our point of view is confirmed by the remark recently made by a very prominent Englishman, Mr. Arthur Balfour, of Sheffield, England, who, at the banquet of the Canadian Manufacturers' Association in Montreal recently, declared that due to the practical worthlessness of the German mark, German competition is no longer to be feared by British firms in the export trade, and the proof of this is that Mr. Balfour could now sell in France the product of his large plants at 25% less than German goods."

Joseph Desautels, Secretary "Fashion-Craft" Mfrs., Ltd., Montreal.

A well appointed department for boys and young men was recently opened by the Chas. Ogilvy store of Ottawa. This section was formerly a stock room but was transformed to meet the needs of the upstairs store from which it had its origin. A well-equipped nursery and barber shop are located at the far end and are both well patronized. Note also the extra tables and chairs for mothers who may be tired and who undoubtedly appreciate this convenience.

Charter Saskatoon Street Car Service for One Day Hudson Bay Co. Give Free Rides in Business Hours

Official Returns Show That Only Thirteen People Did Not Ride at the Expense of the H. B. C.—Novel Method of Holding a Sale—100 Extra Salespeople to Handle the Crowds—Conduct an Essay Contest in Connection With Window Display

GREAT things were expected when the Hudson's Bay Company opened the doors of their Saskatoon store on Monday, May 1st., but the crowds that thronged the store, and the selling which resulted far surpassed the expectations of even the most enthusiastic.

At the opening hour of 9 a. m. both entrances to the store and the entire sidewalk were swarmed with crowds eager er to be among the first to enter and share in the special offerings which had been advertised in a big two-page spread. Every minute from the opening to the closing hour every section of every department on the five big selling floors was taxed to the utmost capacity. Even with one hundred extra salespeople in addition to the regular staff of 125 it was impossible to take care of everybody. In an effort to provide the quickest possible service cash registers were used on every floor in addition to the tube cash system with which the store is served. By courtesy of the management the entire staff lunched at the King George hotel, just across the street from the Hudson's Bay store.

25,000 Ride Free With The H. B. C.

A "stunt" unique in the history of Saskatoon, and one productive of magnificent results was the chartering of the Municipal Street Car Service by the Hudson's Bay Company. From 8.30 a.m. until 6 p. m. no fares or tickets were collected on any street car in the city. Practically the entire population took advantage of the invitation to "Ride Free with the H. B. C." The population of Saskatoon is slightly greater than 25,000, and the official count showed that the number of passengers cared for by the street railway was 24,987.

The Advertising Campaign

The Hudson's Bay Company acquired the business of J. E. Cairns, Limited, on April 15th. For a period of two weeks the store was closed for the purpose of taking stock, re-marking merchandise, re-stocking the various departments with new goods, re-decorating the store and preparing for the 252nd anniversary sale.

During the period in which the store was closed the entire staff of J. F. Cairns, (taken over with the business), was employed. Full-page advertisements appeared every day in both the local papers. These advertisements dealt with service and buying features of the H. B. C. and, towards the time for re-opening the store, dealt with the approaching 252nd anniversary sale and the disposal of the J. F. Cairns stock.

Local items appeared in the press almost daily, dealing with some new feature planned for the opening. The personal element was injected by using cuts of department managers who had been with J. F. Cairns a number of years and who were continuing in the same capacity with the H. B. C.

Children's Essay Contest

As a preliminary feature to arouse interest a special window display representing the signing of the charter was arranged. Inspection was invited and special prizes of $10, $5 and $2 were offered to the children under 16 years who sent in the best essay as to what the window represented. Hundreds of letters were received and it was with difficulty that the judges made the awards. From the answers received it was very evident that the children of Saskatoon studied the history of the Hudson's Bay Company. The window display was arranged the Thursday prior to the opening and crowds thronged the sidewalk inspecting it.

252nd Anniversary Sale

The Hudson's Bay Company was founded May 2nd 1670. The big feature of the opening of the Saskatoon store was the 252nd anniversary sale. Comprehensive and thorough preparations were made for this event. A big two-page spread of outstanding values appeared in both local papers. Windows were filled with special offerings. Special anniversary sale cards were used throughout the store. Every window on the first three floors was stenciled with the announcement of the 252nd anniversary sale. Even the delivery rigs carried the same message. During the course of the sale windows were changed every day and a full page of fresh values advertised. The selling staff was imbued with the sale spirit. Consequently the success was tremendous. The sale continued one week and interest was maintained at the highest pitch of enthusiasm.

Sport Revival at the Capital

The city of Ottawa is in the throes of a great sport revival which is working out considerably to the advantage of the clothing trade. Men and women alike, as well as the younger set are "dressing for the occasion" as they have never done before. Take golf for an example. Last year very few men wore knickers. This year they are all wearing them.

"I had a call from one prominent man only yesterday," said Mr. Stewart McClenaghan, president and manager of the Two Macs. "He bought knickers and declared that while he hated to wear them, he felt compelled to do it because all the other boys were dolling up. Last year that same man went about the links every day wearing an old pair of trousers baggy at the crutch and hanging down on his heels. You would be surprised if I were to give you the names of some of our prominent gents who are donning the shorts this year and romping over the golf links like two year-olds."

Then the aquatic boys—the young men who have not yet reached the golf stage—are exhibiting an unusual liking for club colors on their hat bands. A few of the dealers are having them specially made up. Another craze which has struck Ottawa for the first time and which is becoming very popular, is the club tie. Most clubs have put in orders for their particular colors, and those who are not members of any particular organization are wearing varied colored stripes just to be in the swim.

Boys, who a year ago were content to get out on the back lot and play ball all day in their shirt sleeves are getting fussy and demanding pretty sweaters, with socks to match.

The sport writers of the capital say they never in all their lives saw such a fussy bunch of athletes as there are in Ottawa this year. And the clothiers are quietly patting themselves on the back, for the boom is undoubtedly a big and paying one.

Messrs. Rennie and Hunt have opened a high-class men's furnishing business at 86 St. Paul St., St. Catharines, Ont.

W. F. Boughner, who has a men's wear shop at 392 Richmond St., London, Ont., is moving to larger premises two doors south of his present location.

Representative Business Men on the New Budget: Opinions of Manufacturers and Other Merchants

Shirt and Overall Manufacturers Say It Will Make No Difference to Price of Working Clothes—Hat Manufacturer Believes it Will Materially Assist Importers of Italian Hats—View of Clothing Manufacturer

WHAT do representative business men, retail, wholesale and manufacturing, think of the Fielding budget? What will be its effect on lines of merchandise carried by men's wear dealers?

These are questions, the answers to which Men's Wear Review canvassed many business men, having in view securing their views and passing them on to the trade so that dealers might know what to expect. Among the replies we have received we give the following as fairly indicative of the general opinion on the budget of the Ottawa government.

No Change in Work Clothes

R. P. Sparks of Sparks-Harrison, Ltd. Hull:—"The changes in the tariff announced by Mr. Fielding will make no substantial difference in the price of work shirts, overalls or work clothing as the slight reduction on British goods is offset by the advance in the sales tax. Very little of this class of merchandise is imported from Great Britain.

"While the cancellation of the depreciated currency legislation will no doubt seriously affect some lines, it is affecting our industry directly but very slightly as very few ready-made garments are imported from European countries whose currency is affected by this legislation."

R. G. Pickell, vice-president Peabody's Ltd., Walkerville, Ontario:—"We feel that while we must raise certain large sums of money to finance our country and to pay off our war debts, that probably our finance minister has taken the best method to handle the situation. It also occurs to us that it is impossible for the finance department to lower the customs tariff without creating new means of raising revenues, and this seems to us to be a very interesting sidelight on what would happen to our taxes in general if the customs duty were removed entirely. In other words, if we do not raise the finances of our country by customs, we must raise it by other means such as federal sales tax, income tax, luxury tax, etc.

"The increase of the sales tax may be beneficial to the retailer as he absorbed, in most cases the old sales tax. It will be impossible on the majority of lines for him to absorb the new one and he will, therefore, be forced to pass the entire amount on to the consumer. This, however, may not work out."

Very Good Budget

Ed. Mack of Ed. Mack, Ltd. Toronto:—"I consider it a very good budget and it looks as if it will have a tendency to bring around better times.

"I do not see any particular hardship to the retailers in men's wear lines and I think the higher tariff on the American goods is an excellent thing the way conditions are and I think the lower tariff on the British goods is a step in the right direction. I think that anything we cannot buy in this country should be bought from the Mother Country if possible.

"With regard to the sales tax, we all know that our debts have got to be paid and if we can work this tax in such a manner that everyone will have to participate but that no one will know just how they are participating it is a wonderful idea; therefore, I consider the tax all right providing they continue to collect at the source of supply."

Retailers Will Cheerfully Accept

J. C. Begg of Begg & Company, Ltd. Hamilton:—"Retailers as a whole will always accept any burden that is fair and is for the general good of the country. The increased sales tax, levied as it is on the cost of the invoice of the jobber and manufacturer is, we think, a very practical and economical way of raising taxes on the sale of merchandise and I feel it is much to be preferred to the collecting on the transaction between the retailer and the consumer. I do not believe that it will, in any measure, restrict trade and feel that it will be absorbed as part of the invoice cost to us.

"In the reduction of the preferential tariff in favor of British merchandise, I feel that it is a step in the right direction, if we expect to get export trade of our own raw materials and such manufactured articles as England desires from us. I favor any step that will show British statesmen that we are desirous of working on a give and take basis and any legislation that will encourage larger trading between Britain and Canada."

Received Favorably

H. Everett Hunt, St. John, N. B.:—"I do not see any reason why the new budget should not be received favorably by the retailer. The sales tax is, of course, the big item and as it is added on by the manufacturer or jobber and handed down to the retailer and eventually the consumer, it really does not cause very much inconvenience. After all, it is really a very small increase and does not affect the reail price to any extent and therefore, I cannot see that it will be any restriction to trade. We all fully appreciate the fact that the government must raise money and, personally, we do not object to the increase in the sales tax. The present system is certainly a blessing after a few months of the luxury tax when it was necessary to tell the customers that they would have to pay a tax on their purchases."

Hat Manufacturer's View

F. R. Ramsay, general manager and secretary, Biltmore Hats, Ltd.:—"While we have not thoroughly studied out all the points of the new budget, we do know that the new exchange rates in reference to ofreign exchange are going to work a great hardship with us. For instance, in the new customs regulation wherein the ruling in respect to foreign hats in arriving on a basis for duty charges used to be taken at 50% on par, now it will be based on the exchange rate ruling on the date entry is based. If the government allow this rate of exchange to stay in force, we are going to be up against a very strong Italian competition.

"For instance, we can take the Borsalino hat which is costing approximately 480 lires. Under the old regulation a duty of 35% was paid, approximately 10 cents to the lire, amounting to $16.80 on hats costing 480 lires per dozen. Under the new regulation, the duty would be 35% at approximately 5 cents to the lire which is rate of exchange, or in other words $8.40 less to lay down Italian hats now than it did formerly. This is going to give the Italian hat the preference over the British hat as the exchange rate ruling there is in the neighborhood of $4.50 and the government are allowing the Italians to place a hat on the Canadian market $8.40 cheaper than formerly and $7.00 cheaper than a British hat of the same quality and price.

"We have not much objection to the increase in sales tax as we know that we must meet the indebtedness of the country and while we have to finance the money for the sales tax monthly which runs into a considerable amount, we feel the sales tax can be assumed by the retail merchants and the consumer without any great disadvantage."

Little Effect

I. Danson of the Wolfe Cap Co., Montreal:—"In our opinion the dhange in the new tariff is too slight to affect us in any way. The slight decrease in duty on British goods would be offset by the

Various Opinions Expressed By Men's Wear Dealers Must Take Increased Sales Tax into Account

Opinion Expressed That New Budget Will be Boon to Larger Trade With Motherland—One Retailer Favors Turnover Tax and Another Says it Would Have Yielded a Larger Revenue—Depreciated Currency Legislation

increase in the sales tax. The increase on the American goods due to the increased sales tax would be too slight to figure in the costs. The 1½ per cent. increase to the retailer in our opinion, is also too small to count in the basis of cost and would have to be absorbed by the retailer in his overhead expenses.

"We believe what will affect trade in general will be the change in the manner of duties levied on imports from other countries having a deflated currency. We think it will be the means of flooding the country with German goods in particular which will naturally re-act against Canadian manufacturing and Canadian labor."

Clothing Manufacturer's View

Bruce Harvey of Copply, Noyes & Randall, Ltd., of Hamilton:—"On looking into this I find in the case of imported British materials that on the wholesale cost of clothing there may be a very small reduction. There is a reduction of 2½% on the raw materials but to offset this there is an increase of 1¼ per cent. on the sales tax, leaving a reduction of 1¼% on the material, but when this suit is passed on to the retailer we find that there is an increase of 1½% on the wholesale price of the suit again which will have a tendency to make the suit cost the retailer more than it does at the present time.

"In the case of Canadian goods we find it much more serious. The manufacturer has to pay an increase of three quarters of 1 per cent. on all his materials and when invoicing this suit to the retailer there is another increase of 1½ per cent. on the sales tax which will add quite an item to the cost of the suit to the retailer and eventually to the public who will have to shoulder the extra cost as the consumer always does.

"Re the cancellation of the Currency Legislation, I do not think this will have any material effect on the clothing business as there is very little of the raw materials used in men's clothing business imported from any of the countries with greatly depreciated currencies, most of these materials coming from Great Britain whose currency is gradually getting back to normal."

John O'Connor, manager of Murray-Kay Co., Ltd., Toronto:—"While newspaper reports indicate that this tax is meeting with general favor I can hardly bring myself to believe that those who express favorable opinions have given the matter much serious thought.

"I am opposed to the fullest extent to the present method and am strongly in favor of a turnover tax whereby every business activity shall contribute.

"The attitude that a limited number of retailers should take all the burden and assume the onus of collecting the tax from the ultimate consumer is entirely wrong in my opinion and I do not believe that business conditions in Canada will be stabilized to the fullest extent until every man in business (and out of it for that matter) is prepared to contribute his share toward wiping out our public debt.

"The lowering of duty on British imports and increasing the sales tax 50 per cent. merely adds to our mathematical difficulties; as a kindergarten for compelling larger interests in fractions, vulgar and otherwise, it may serve a useful purpose. 'Twill, however, as far as I can see, do nothing to lighten the already heavy burden of taxation."

Have to Consider New Tax

One of the directors of The Robert Simpson Co. Ltd. of Toronto, who did not wish his view to be used as expressing the view of the company said the following:—

"Re Sales Tax. It was perhaps a very natural action for the government to take in view of the general acceptance of the previous taxation. When the sales tax was introduced there was very little complaint from anyone and the same situation remained when the first increase was made in the rate. The returns from this taxation have shown that in the face of declining commodity prices the sales tax revenue increased in about the same proportion as the rate of taxation.

"It is probable that a turnover tax which would be a smaller percentage which would cover all commodities which have passed from the raw product stage to a process of manufacture or into trade transactions would have met more general acceptance and have raised a much larger revenue. Such a tax would have been more generally spread and would fall less heavily upon the necessities of life which are more heavily taxed under the present law. I believe that the present increase will meet with general acceptance. The size of the tax is such that no trader can disregard it. The difficulty about the smaller rates of sales taxation was that many dealers would fail to realize the effect it had on the net results of trading and, therefore, failed to take it into account in the margin of profit sought.

Must Now Take It Into Account

"The larger levy means that any tendency to careless consideration of smaller tax will be eliminated and all merchants will be on the same basis because of the necessity for carefully taking into account the important percentage which is now added to all trading transactions.

"Disadvantage is sure to be felt on all lines subject to the tax that are more or less sold at a recognized fixed retail price. There, no doubt, will also be lines of merchandise of the staple kinds in respect to which the temptation will be to sell with little or no profit.

The Tariff Changes

"I do not think there will be any important change in trade goods of this easement which is largely in the extension of the preference to British goods. After the increased sales tax has been added at the time of importation there is very little difference in the laid down cost of such goods; but while it must be borne in mind that this is true, there is an increase in domestic goods by reason of the increased sales tax which comparatively gives the British goods some advantage as against the old condition.

Depreciated Currency

"Trading conditions in the countries where currencies are largely depreciated are so difficult by reason of the fluctuation of their exchange that it is questionable if there will be any great immediate increase in transactions. There is no doubt about the good sense of the change in the law because, as pointed out by the Finance Minister, the goods were coming through indirectly from Holland, England and other intermediaries, so that the large difference in exchange was virtually offset. In such transactions, however, there was the profit of the intermediary and sometimes duties into these other countries which only increased the cost of the goods to the consumer and did not benefit either our federal revenue or any Canadian trader."

The employees of the Woodstock, Ont., branch of the Grafton Company, were the guests recently of the company at an illustrated lecture on the history of the firm, followed by music and refreshments. The story was told beginning with the opening of the first store in Dundas, Ont., in 1853. Nearly 200 pictures were used depicting the various stages of the different branches.

Fine New Link in Dowler Chain

Now Have Store in Windsor Facing Ouellette Avenue—Arrangement and Appointments Are Most Modern and Contribute to Sales' Efficiency—The Boy's Department on Mezzanine Floor—A Good Sales Idea.

ON MAY 11th, R. H. and J. Dowler realized an ambition which they have cherished for some considerable time. Thep opened a wing to their store premises on Ouellette Avenue in Windsor. Formerly, they faced Sandwich street only; and while this is a good business street, they have felt for some time that Ouellette Avenue was a growing business street which could not be overlooked by an aggressive firm such as theirs. Therefore, they set out to obtain a store entrance on Ouellette Avenue, and on May 11th they held a formal opening in connection with this new wing. Their store is now L-shaped, the two entrances being on Ouellette Avenue and Sandwich streets respectively. This formal opening was held in the evening; no goods were sold at it, and music made the occasion not only a lively but a very pleasant one. A profusion of flowers throughout the store bore witness to the host of well-wishers amongst manufacturers and retailers all over the country.

A Handsome Store

Perhaps the pictures shown in connection with this aticle tell the story of a handsome store better than words can. Nothing that will contribute to the convenience or comfort of the customer has been overlooked in the arrangement and fixtures of this new store. While the actual floor space in the new L-shaped store is somewhat less than when both entrances faced Sandwich street, the selling efficiency is improved by the newer arrangement. The windows of the store facing Ouellette Avenue are finished in the old ivory background with highly polished oak flooring. The most modern lighting system has been installed so that goods at the rear of the window are seen as distinctly as those at the front. On the right as one enters the door are kept underwear, sweater coats, men's and women's bathing suits and workingmen's clothes. On the left are kept collars, shirts, hosiery, and gloves. The arrangement of the goods is such that they are dust-proof, and they are displayed with such rapidity and convenience that time and efficiency are happily combined in quicker and more satisfying sales. Three large, well-lighted showcases containing neckwear, pyjamas, and other lines of furnishings are to be seen in the centre of the store, yet there is an abundance of room without anything approaching overcrowding.

An outstanding feature of the new wing is the boys' department which is arranged on a mezzanine floor which is shown in one of the accompanying pictures. A very wide stair-way leads to this department, wide enough that the idea is not created that one is approaching a department that was arranged out of a spare corner of the store. This department was definitely planned for a separate floor entirely and the same care of clothing in handsome fixtures, the same care of display are taken in this department as in the men's department. Here is the boys' little kingdom where he may purchase everything except shoes. He may even have his hair suitably cut, for a fine little corner has been fitted out with an up-to-date barber shop—and he may even bring his little sister. Moreover, there is absolute privacy in this boys' department—a feature that is strongly emphasized by the manager A. J. McLean. Mothers are the large buyers of boys' clothes and they want privacy above all things in purchasing for their boys. Then, too, there comes a time in the life of the boy when he gets a bit sensitive about his clothes and wants to be away from the men's department.

In connection with the boys' department, one of the best stunts ever pulled

Above is a reproduction of the new boy's department in the new store opened by R. H. and J. Dowler at Windsor on May 11th. Manager McLean says that the absolute privacy afforded by this department, together with the convenient arrangement and display, has resulted in bigger business.

off by the Windsor store was the giving away of a wagon with each suit of clothes. The announcement was made that a wagon would be given away with each purchase of a suit of boys' clothes. It was not possible to buy one of the wagons at all; they had to go with the suit. The name of Dowler was conspicuously printed on the wagon, of course, and the firm refused to make deliveries. The sight of boys going through the town with a Dowler wagon and a parcel containing a suit of clothes seemed to have a cumulative effect, for in two days 112 wagons and suits were disposed of.

Altogether the new store is a valuable and creditable acquisition to the Dowler stores of London, St. Thomas and Sarnia. It is a credit to the Border Cities and the progressive spirit of that section of the province. Competition in the Border Cities from across the river is very keen. Up-to-date stores that give quick service, satisfaction and range are meeting this competition. Dowler's is one of them.

Above is a picture of the interior of the new wing opened by Dowler's in Windsor on May 11th. Nothing has been overlooked to make it an up-to-the-minute store in every respect, with plenty of room, convenient display arrangements permitting of quick service, and an abundance of light. In the upper left hand corner of the picture may be seen the barber's chair for boys and girls; while the business offices are in the upper right hand corner (though not shown in the picture.)

OVERHEAD EXPENSE

Lord & Taylor Issue Bulletin Showing How It Can Be Done

Figures showing the enormous quantity of supplies used in a year's time are revealed to the employees of Lord & Taylor in a bulletin just distributed to emphasize the need for their more careful use in an effort to reduce the high cost of operations.

The figures were given by A. McMasters, vice-president after a discussion held last week at a meeting of the store executives.

Figures on supplies are the ones emphasized in the bulletin.

The bulletin, in part, follows:

"At a conference held among the executives of this organization last Wednesday, the subject of the cost of doing our business was discussed, and Mr. McMasters gave some very interesting but very large figures of what we—meaning all of us—spend yearly in our use of things for which Lord & Taylor pays. Supplies is one item of expense that we can help to control. Mr. Schoman gives us the following figures to consider:

"We use in one year 15,000 scratch of twine, 315 pounds of rubber bands, 570,000 drinking cups, 1,400,000 paper bags.

"We use in one year 1,000 scratch pads, but we also use countless pads of printed forms for the same scratch pad purposes, and the cost of the printed forms as compared with scratch pads is from 5 to 25 times as much.

"Monthly figures are just as astounding when we hear that we used 312,000 sheets of tissue paper and four tons of wrapping paper last month.

"Mr. Edwards says that we are using from 50,000 to 60,000 kilowatts of electricity each month, when normally at this time of year we should be consuming only 40,000 kilos, and the same excess appears in our water metering—we are using 500,000 cubic feet of water when the amount that is reasonable is 400,000 cubic feet."

Men's Wear Displays in Detroit

Several of the Leading Men's Wear Displays Seen in the Leading Stores of Detroit Described—Effective Backgrounds That Lent Themselves to Attractive Displays—Linking Up Radio With Up-to-the-Minute Merchandise.

WITHIN the last few days, a staff member of Men's Wear Review spent some hours looking around Detroit shops. Display in an outstanding feature of American stores and particularly in a very large centre like Detroit where thousands are passing their windows every day, men's wear dealers spend a good deal of time and thought on their window displays. Perhaps, they figure, they cannot make much of a noise with their city advertising in comparison with the big fellows, but their window displays, if originally and tastefully arranged, cannot fail to attract attention—and that is the first essential of successful window display work. Some of these windows seen on this occasion are well worth describing.

Hosiery and Neckwear

Capital Clothes have a unique way of displaying considerable quantities of hosiery and neckwear. In the corner of the window and at the very front, they run a long board about two feet wide (it might be less) from the floor to the ceiling. This, they cover with plush of some shade that acts as an attractive background for the particular merchandise which they happen to be showing. Pairs of hose are then pinned across this board, there being about five pairs and about eight rows. In this way some forty pairs of hose are shown in an enticing manner without taking up much space. Neckwear was shown in the opposite window the same way. It can readily be seen that many different styles and patterns could be shown by such a display of hosiery or neckwear and in these days when men are shopping it is a good chance to show them a big range in a short time.

"Listen In"

"Listen In" is a much-heard-of phrase these days in connection with radio; in fact, radio concerts and messages are the thing of the hour. Truly Warner in Detroit linked up a window with the popular craze for radio. He called it a style flash, and prominent in the window his famous five-foot shelf showing the latest style. On this shelf was the head an bust of a man with a radio equipment attached to his ears and he was "listening in" to the style flash regarding the latest styles in hats—the styles, incidentally, being shown on the five foot shelf. The background of the window was mostly of card board with the familiar radio flashes in a conspicuous yellow. There were many little price cards that, in design, were miniatures of the large ones used to form the background. It was a window display that could not fail to attract the eye from some distance.

Sporting Togs

Golde's in an eight-foot window gave a very attractive display of sporting togs. To bring out the sporting idea very prominently they used tennis nets at the back of the window. The principal merchandise shown was white and colored flannel pants, with a few white ducks. Distributed amongst this merchandise, emphasizing the sporting element throughout, were tennis racquets, balls and canes. The use of these little articles of sport gave a realistic touch to their window that created an attention that would not otherwise be created if the merchandise were shown without these sporting accessories.

A Neckwear Display

Kern's had a very attractive neckwear display and yet a very simple one to emulate. The background was of pongee silk in the natural color. Three headless forms, waist length, were placed on three tables, dressed with shirts and showing neat bow ties. Other than this there were three three-foot tables and two two-foot tables. On these tables a short upright stand was used. Eight or ten ties were wound around this upright, and fastened at a point about the length of the tie above the top of the table. The ties were then allowed to hang gracefully spread out over the top of the table. Without the tables, these same stands were used in different parts of the window, the ties resting on the floor. From the five tables used in the display, long lengths of silks in dotted and fancy designs were draped to the floor of the window. A few canes and handkerchiefs added an artistic touch to the display which showed a great variety of neckwear without the appearance of over-crowding.

A Palm Beach Display

A display of Palm Beach or mohair clothes can be made very attractive in a very simple way and without any expense whatever to the majority of men's wear dealers. Bond's of Detroit simply had a few palms distributed throughout their windows which were devoted to a Palm Beach display. There were also a few flowers here and there in the windows. The charm and appropriateness of a Palm Beach suit are greatly emphasized by this simple device. A few days before this, Bond's had used their window space to emphasize the quality of the clothes they carried. They had an actual demonstration in the windows of the important features in connection with garment making. These windows drew large crowds and were good advertising for both the retailer and the manufacturer.

A Startling Background

King Blain used a startling background in color effect to display four Palm Beach suits. It was an eight-foot window. The background was of blue plush with a large panel centre of bright yellow raw silk. The color combination was an arresting one, the eye could not possibly escape it. Only four suits were shown in the window, alternately on forms and T stands. The pants were arranged over the top of the T stand and the coat allowed to hang in a natural way from about the centre of the stand. The forms were on little tables about eighteen inches from the ground, with the pants draped around the base of the form. A few canes were used to complete the window.

Hats and Suits

Capper and Capper arranged a mixed display of Palm Beach, mohair and straw hats in a twelve foot window. In this display were three suits, eight straws and two Panamas. The table in the centre of the window was about one foot high with the coat on a form, the pants hung over a T stand and the Panama resting on the top of the stand. At either end of the window, the coat was hung from an upright stand, the pants arranged at the bottom of the stand and a hat resting on the pants. There were four hat stands, two two-foot stands and two eighteen-inch stands. At the bottom of each of these stands another hat was tilted and resting against the base. Across the top of the table used, two canes were carelessly laid.

Moderate Priced Window

F. G. Clayton's is considered one of the most exclusive men's wear stores in the city. They bow to the demand for moderately-priced merchandise by a display of suits $25 and upwards. In an adjoining window they showed outing flannel pants with odd trousers. Rich plush artistically festooned from the back of the window and from the tables used in the display gave the appearance of luxuriousness for which Clayton's are celebrated. Three hats were used in the window, together with a few belts and gloves.

Shirt Display

An effective background for shirt dis-

(Continued on next page)

British Woollens Again in Lead

Temporary Preponderance of American Importations Now Overcome by British Manufacturers—Lead in 1920 Undergoes Radical Change in 1921—British Increase Canadian Business During the Falling Market

Ottawa.—The big slump in the imports of heavy woollen cloths into Canada last year, came near to wiping out our market for United States goods of that sort, which developed during the war and in the period immediately following the armistice.

An examination of statistics of the imports of tweeds shows that British goods are once more in control in Canada. In the fiscal year 1914, ninety-six per cent. of the tweeds imported into Canada came from Britain, the total imports being 2,070,000 yards. By 1919 our imports were down to 572,000 yards for the twelve months, but Britain still had the lion's share of the business, sparing us 506,000 yards out of her wartime production.

U. S. Leads in 1920

The fiscal year 1920 saw a jump in the trade that was wonderful, even in that time of amazing expansions. Our total imports increased to 4,265,000 yards. Right at that moment the American manufacturer was on the ground with his goods and he got the big end of the new business. While the British goods sold increased by 1,524,000 yards, the American stuff came in to the increased extent of 2,157,000 yards.

Reaction in 1921

Then came the reaction and the mushroom character of the trade from the United States was demonstrated by its shrinkage of eighty per cent. in the next year, while the British manufacturer actually increased his Canadian sales by five per cent., though the total imports into Canada fell off nearly forty per cent.

Last year the total imports sagged still further, going below the 1914 level. The remnant of the American trade was more than cut in two and the British producer lost more than twenty per cent. of his sales in Canada.

In worsteds and serges the story is less complete, because the statistical classifications were changed just after the war and comparisons with 1914 are impossible. However, in the big year of import trade, 1920, the Americans had forty-eight per cent. of the business, which totalled 7,685,000 yards. Then the total imports began to drop and the Americans suffered not only the whole of the loss, but also by the transfer of large purchases to the British producer. The Britisher thus gained trade in a falling market. He picked up 1,235,000 yards of new sales in 1921 and nearly 40,000 yards additional during the latest fiscal period, while American sales were reduced by 2,562,000 yards in the first case and by 537,000 yards in the latter.

Of course, the price slump obscures the whole picture if it is studied in the light of values.

The subjoined table merits a glance:

IMPORTS OF TWEEDS, WORSTEDS AND SERGES INTO CANADA

(Fiscal years ended March 31)

		1914	1919	1920	1921	1922
Tweeds—						
From United Kingdom	yds.	2,069,694	505,938	2,030,392	2,139,688	1,706,666
	$	1,243,943	784,622	4,033,443	4,513,330	2,072,431
United States	yds.	14,394	65,794	2,222,791	420,268	191,246
	$	4,917	103,907	3,089,115	794,727	329,751
Total imports	yds.	2,135,706	571,732	4,265,399	2 585,883	1,925,303
	$	1,274.755	888,529	7,158,551	5 378,147	2,448,274
Worsteds and serges, including coatings—						
From United Kingdom	yds.	.....	.....	4,003,100	5,238,820	5,297,056
	$	.....	.....	10,061,336	14,566,067	9,001,126
United States	yds.	.....	.....	3,665,824	1,103,932	566,657
	$	.....	.....	6,201,993	2,252,381	1,032,920
Total imports	yds.	.....	.....	7,685,015	6,453,434	6,053,591
	$	.....	.....	16,303,136	17,097,360	10,329,758

MEN'S WEAR DISLAYS IN DETROIT

(Continued from previous page)

play was used by Baumgartner's. The display of shirts and ties was in about a four-foot space. This background was beaver board, white or cream with a Swasteka pattern painted in an irregular fashion across the top of the board. The board was about three feet high. In front of this background two shirts on forms and a third one over a T stand were shown with a few ties and handkerchiefs.

Background for Sporting Goods

Summerfield and Hecht used a background that is very effective in displaying many lines of sporting or summer goods. It was a square latticed fence about nine feet high, with beautiful flowers and vines interwining the spaces in the fence. In one of their thirty-foot windows, they used this fence with three archways in it, and in an eighteen-foot window they used the same archway effect with the latticed fence. It can readily be seen that such a background would lend itself to a display of Palm Beach suits on full figures with here and there a few sporting goods shown. Or, it would make a splendid background for a summer garden party scene. There are many uses to which such a simple background might be used.

Hetherington's haberdashery has opened for business at 2229 Dundas Street west, Toronto.

Popular selling numbers of shirts in the United States are ranging from $2.50 to $5.00 retail, according to a representative survey of manufacturers and retail dealers. Collar attached shirts are selling for $3.00 and $3.50.

President A. L. Katz of the Arkansas Retail Clothiers' Association in his retiring address, stated that he believed clothiers were making a big mistake by forcing cheap goods on the public to meet their immediate fads and fancies, not looking to what the future would bring

Toronto Manufacturers Building to an Ideal: Clothing Output Approaches $18,000,000 Yearly

Over $10,000,000 Invested by Thirty Wholesale Manufacturers in Addition to Custom Tailoring Houses—3,000 Factory Hands Receive More Than $4,500,000 a Year in Wages—Aim at Quality in Materials, Style in Design, Integrity in Manufacture.

IN THE manufacture of men's and boys' clothing, Toronto occupies a dominant position which the country is rapidly learning to appreciate. When it is known that approximately 40 per cent of the total Canadian consumption of factory-made clothing comes from Toronto warehouses, gives employment to 3,000 factory hands, fifty per cent of whom are married, and many of whom own their own homes, and distributes more than $4,500,000 a year in wages, the size of the industry may be appreciated. In addition to the numerous houses doing custom tailoring, many of which have an international reputation for style and quality, there are thirty firms engaged in wholesale manufacturing with a capital investment of $10,000,000 and turning out in a normal year $17,000,000 or $18,000,000 worth of clothing at wholesale valuation.

Building to an Ideal

This is merely the skeleton of the story. Substantial as are the figures indicating the size of the industry in the city, its reputation is yearly gaining in prestige because of those qualities, which though intangible in a measure, are, after all, the real substance upon which successful business is developed. In a high degree Toronto clothing manufacturers—the outstanding ones—are building to an ideal. The race is no longer to the sweat shop with its unsanitary conditions, its long and gruelling hours, its skimping here and there, its perspiring effort to produce a garment at a low price and worth infinitely less because of lack of essential workmanship. The large, well-lighted, well-ventilated factories in Toronto, with the last word in modern conveniences, are workshops where a healthy, cheerful and optimistic atmosphere, reasonable wages and fair working hours, attract the most skilful mechanics and induce the utmost in carefulness. The product of these workers is constructed with an exactness in detail which would amaze the average consumer; in its hidden depths as well as on the surface it is "a thing of beauty."

Quality-Value Market

At the Textile Products Exhibition held at the King Edward Hotel in the Spring, many of the Toronto manufacturers of men's clothing displayed the sign "Made in Toronto." The ideal behind the product was the idea behind the sign—that Toronto-made clothing, by and large, meant quality in materials, style and design, integrity in manufacture. Toronto has become known as a quality-value market; it proposes to retain the title. Millions of dollars' worth of worsteds, serges and tweeds are imported annually from the leading mills of England and Scotland. All the large firms send their buyers to Britain twice a year to make selections of goods to meet the particular needs of the Canadian consumer, several have resident agents on the ground all the year round. These same firms employ designers who are known in every clothing centre of the continent as high class artists; their work is followed through the factories by "quality men" who see that nothing is overlooked that can make the garment "stand up" to the requirements of the wearer.

Selling For the Future

In any market there is liable to be the "catch penny" manufacturer, who is looking for a sale at a price, regardless of the value he is giving and heedless of the repeat order. The dominating note in Toronto, however, is sounded by the manufacturer who is selling today for the business it will bring in future seasons. His business is based upon dependability, service, value. Manufacturing with him has passed so far beyond the sweatshop system that it has become a science. His organization is scientific and his methods are scientific. He has installed the most up-to-date machinery. Time studies of operations are in progress constantly with a view to clipping fractions of minutes and reducing costs.

It is this constant personal supervision inaugurated and developed during the past few years which has justified Toronto as a clothing centre in the belief that the "Made in Toronto" sign for men's clothing will represent the watchword in the trade throughout the country as expressing the ultimate in quality plus style plus value.

SAYS NEWSPAPER ADVERTISING BEST

H. O. Teasdall, of Teasdall's Clothes Shop, Toronto, believes that newspaper advertising for the retailer is better than direct-by-mail advertising. He tried it out and proved it to his own satisfaction. Some time ago he got out an altogether original card, with some catchy phrases on it. He recognized that it was in the nature of the "circular letter" advertising and frankly stated on one side of the card that he knew that the waste paper basket was the usual receptacle of such advertising. He begged a better reception for this, however, and asked the recipient to turn the card over and read what was on the other side. On the other side he told them that he would have some interesting news for them next month about blue serges.

A few people told him they had received his card and hastened to add that it was rotten advertising. "Did you read it all?" asked Mr. Teasdall. They said they had, and Mr. Teasdall then concluded that it must have been fairly good advertising of its kind.

The Next Card

The following month, the second card was sent out and again some catchy phrases were used, such as could not help but attract the attention of the reader. Then he went on to tell about the offer he had in blue serges. He told Men's Wear that about six people came in and inquired about the serges he was offering.

Newspaper Advertising

Following this he used some liberal space in the newspapers to advertise these same blue serges. In three days he sold fifty suits.

Thomas Cooper died on June 8 at Richmond Hill in his 92nd year. He was for eighteen years a tailor on Wilton avenue, Toronto. He came to Canada from Yorkshire, Eng., 70 years ago.

INTO NEW QUARTERS

Randall & Johnston, Limited, clothing manufacturers of Toronto, who formerly had their manufacturing plant and warehouses at the corner of Simcoe and Wellington streets, have recently moved into new quarters at 50 York street.

Dineen's Limited, of Montreal, have removed from Peel street to 568 St. Catherine street west, where the business will be conducted in future.

Toronto Neckwear Output Passes Million Mark; Many Changes Since Retailer Bought Twice a Year

Time Was When Retailer Bought His Yearly Stock Twice a Year —Now He Can Buy and Get Delivery Nearly Fifty-Two Weeks of the Year—Many Style Changes Recorded—Toronto Leads as Neckwear Manufacturing Centre.

WHAT would become of the volume of neckwear sales of the Canadian retailer if he were obliged to depend on his yearly stock by ordering only twice a year?

To bridge the time that has elapsed since conditions were such as these is to tell an interesting story that has a very humble beginning but which brings the 1922 chapter of the story up to a period when Toronto stands out as the leading neckwear manufacturing centre in the Dominion of Canada. Accurate figures are next to impossible to get, but a careful and conservative computation is that the output of men's neckwear in the City of Toronto exceeds a million dollars. It would not be surprising if it actually ran considerably over that, but to be on the safe side one might put it at a million and be certain that he was below rather than above the exact figure.

The Early Beginnings

Going back forty years in the history of the neckwear trade in Toronto brings us to the time when neckwear styles were vastly different from what they are today. It was at this time that the made-up puff or flat scarf was practically the only style worn by the men of fashion during the close of the seventies and the beginning of the eighties. Shortly after this period, the four-in-hand was introduced for the first time, but at that time it was tied in what was called the sailor-knot. This really meant that the knot was tied before it was put around the neck, and the end was roughly pulled through. While we look upon these old styles as being crude in the light of the modern manufacturer's product, it must not be forgotten that these innovations were marked with great curiosity in those days.

Early Importations

Even up to thirty-five years ago practically all of the neckwear used and distributed in Canada was imported from two firms only, Welch-Margetsen and J. H. Buckingham. To mark the change that has taken place since that day is to appreciate the gigantic strides that have been taken by neckwear manufacturers in this city in the short period of twenty-five or thirty years. At that time, neckwear was ordered just twice a year, allowing the manufacturer from four to six months to make up his merchandise and place it finally in the hands of the retailer. For the Easter trade, neckwear lines were received by the retailer in February and March; while August was the shipping month for the Fall and Christmas lines of neckwear.

MEANS NOTHING

"As far as I am concerned it does not mean anything," said Stewart McClenaghan, president and manager of the Two Macs, when discussing with the Ottawa representative of Men's Wear Review, the effect of the 2½ per cent. increase in the British preference.

"The increase is so small that it cannot make any very material difference; and besides I am strongly in favor of giving our own manufacturers every possible show," said Mr. McClenaghan. "If they can produce the goods and lay them down at a fair price why should we go out of our way to pay duty on practically the same class of stuff manufactured in England.

"Our own factories are turning out high-class goods — stuff that we should not be ashamed to exhibit along side imported articles; and that being the case it would hardly seem to be the part of economy for us to load up with great quantities of English-made goods when we can buy as we need in Canada."

Things have moved quickly and scientifically in the last thirty years so far as the neckwear industry is concerned. Time was—and that not so very long ago—when neckwear was not regarded as one of the chief items of a man's wardrobe, for he expected either a tie or a pair of suspenders thrown in with any reasonable purchase he made and 25 cents was considered a good price for the "Sunday best" in neckwear. Now, the retailer places his order for a consignment of neckwear on Monday morning and he expects shipment of it by Thursday or Friday of the same week; while in the rush holiday seasons he goes to the factory or calls by long-distance phone and either carries it away with him or looks for it by mail or express the following morning.

Early Manufacturing

It is difficult to find out who was really the first neckwear manufacturer in Toronto. One of the first in Toronto —and, indeed, in Canada—was the firm of E. & S. Currie. Edward Currie and his wife formed a business partnership away back in 1875, dealing in fancy lines of one kind and another. They probably manufactured in small quantities for some years prior to the date that is now fixed when they really began the manufacturing of neckwear in earnest, that is, 1892, and to go to the retail trade with it. The original interests in this firm were long ago sold out to a limited corporation. Since that time wonderful strides have been made in the manufacturing and in the output of the same. It is claimed that Toronto manufacturers were the first to seam and turn neckwear while England was still making it by hand, and many of the later ideas put into effect by Canadian manufacturers of neckwear have been copied by the English manufacturer. Today, there are many manufacturers not only in Toronto, but spread well over Canada, who are turning out as good neckwear as can be purchased anywhere in the world.

Variety From the World Over

With the rapid development of transportation in the closing years of the nineteenth century and more particularly in the first two decades of the twentieth century, manufacturers of neckwear have travelled the world over to bring to the door of the Canadian retailer the finest silks and other fabrics that can be used in making up this important article of a well-dressed man's wardrobe. The leading Toronto manufacturers send their buyers on very frequent trips to important centres of the United States, where the choice silks of the world are laid before them for their selection. Also, very frequent trips are made to England and to continental countries for the same purpose, and there is nothing new that is put upon the market that is not soon to be had by the Canadian retailer from coast to coast.

Toronto has a right to be proud of the important position manufacturers have brought her to with regard to neckwear manufacturing. Their progressiveness, their industry, and their desire to give a second-to-none service in materials, styles, and qualities have enabled them to produce a type of merchandise that has brought big profits to Canadian retailers.

The man putting up a front arranges his wardrobe and dresses up his personality and supervises his vocabulary and stage-manages his conduct so as to make all comers believe that he is important.

Three fundamental facts of merchandising to keep in mind are to keep a well-rounded stock of merchandise, that too much stock means a loss of profit, and that too little stock means a loss of customers.

Toronto Output Runs Into Millions

Overall and Shirt Manufacturers Output is Over 52,000 Dozen Overalls a Year Alone—Shirt Output Even Greater Than This—Many Changes in Conditions and Prices Since Early Days of the Industry—The Association and Its Objects

WHILE the overall and work shirt industry is well spread over the whole of Canada, Toronto has become a very important centre for the manufacture and distribution of these products. Welland, Walkerville, Brantford, London, Montreal and Toronto boast large overall manufacturers, and there are many other factories scattered over the whole Dominion. As a branch industry consuming many thousands of yards of cotton and cotton products weekly, the overall manufacturers have formed an association called the Canadian Association of Garment Manufacturers, Incorporated. There is at present a movement on foot to widen the scope of this association to include all needle workers, that is, all industries whose output is cotton products worked by machines. If this is done, it will make a very strong association, and, if wisely directed, will—as good associations always do—tend to stabilize the industry and their prices to the trade.

Representative Firms

Such firms as Larned Carter & Co., Limited, Hamilton; Carhartt Cotton Mills, Limited, A. Bradshaw & Son., and the J. A. Haugh Manufacturing Co., Limited, are representative firms in Toronto engaged either in the manufacture of overalls and work shirts or in one of these. So far as is known T. E. Braime & Co., Limited, were the first manufacturers of overalls in the city of Toronto, the J. A. Haugh firm being the successors of this firm. Mr. Haugh stated to Men's Wear Review that Mr. Braime had sold Timothy Eaton the first bill of shirts he ever bought after he started in business over half a century ago. Although the industry has grown very materially since the early days of Toronto's history, it has been a remarkably stable one throughout. As surely as there is work to be done in this country by workingmen, from Halifax to Vancouver, so surely will this industry flourish. It is not and never has been an industry of large profits, in fact, the margin of profit is a very small one. Steady turnover on large volume is the basis of success of this industry.

Weekly Output

In discussing the question of the output of the Toronto factories with one of the officials of the association, Men's Wear Review was informed that one thousand dozen pairs of overalls a week would be a fair estimate. The value of this output would probably be $18,000 a week, and spread over the whole year it would mean an output of 52,000 dozen valued at nearly a million dollars in overalls alone. In work shirts, this official estimated that the output would be even greater, though it was hard to estimate this because there are a number of firms engaged in their manufacture who are not members of the Association of Garment Manufacturers. Two, at least, of the firms mentioned above also manufacture well-known brands of work shirts and other than these there are a score of smaller firms in the city who turn out lines of work shirts ranging from the cheap to the highest grade shirts.

Changing Conditions

There have been many changes in the industry since its earliest days in the City of Toronto. A great deal of money has been spent by manufacturers in perfecting their machinery so that greater production could be secured, and a more perfect production at a lower price. At the present time, the operators in this and kindred cotton industries are among the very highest, if not the highest, paid operators in garment manufacturing. Time was when female operators were considered to be making "big money" if they received $9 to $12 a week; now they are getting between $20 and $30 a week and their employment, once they become efficient, is of the most permanent character. In the early days of the overall industry they were sold around $9.00 a dozen and many retailers used them as leaders to other lines of merchandise they handled—there are not a few who still do the same thing. The high grade overalls now sell to the trade at between $20.00 and $22.50. In work shirts, the early prices were around $4.00; now they run between $9.00 and $15.00. Of course it must be remembered that, in those days, cotton prices were around 6 cents a pound, while now it is around 21 cents.

Objects of Association

The Canadian Association of Garment Manufacturers has been formed for the following purposes:

First. The objects of this association shall be to promote acquaintance and form friendships and good fellowship among the Garment Manufacturers of the Dominion of Canada; to foster and protect the business of its respective members from the evils of misrepresentation; to establish and promote a foundation for honest, intelligent upright business methods and principles among its members, between its members and tradesmen and establish by education and illustration the most scientific, efficient and economical methods of garment manufacturing.

Second. To form among the members thereof a closer acquaintanceship.

Third. To encourage the utmost of mutual confidence and helpfulness.

Fourth. To cultivate that friendship and good fellowship with each other as shall temper the asperities of a killing competition and bring in its stead an era of mutual forbearance.

Fifth. By a general and easy medium for an exchange of views to eradicate many of the annoying evils that have grown in the business, and to guard the business against misrepresentations of unscrupulous tradesmen.

Sixth. To establish, as far as possible, a uniformity of business methods with the trade.

Seventh. To keep the members of the Association in close touch with each other and with the trade and to be watchful of their every interest.

Eighth. To gather, obtain and disseminate information and intelligence in all matters that will aid in placing our industry on a more scientific basis.

Ninth. To establish means for the purchase and exchange of commodities among the members.

The firm of Inglis and Son of Brantford, Ont., celebrated its 65th anniversary recently. In 1857, the late Capt. J. J. Inglis, a native of Scotland, opened a clothing and tailoring establishment on Market street, between Colborne and Dalhousie, and the complete list of others engaged in the same line is: Henry Gawler, Thomas McLean, John Montgomery, James Montgomery, Robert Sproule, Alfred Strass, Strobridge and Botham. All of these names and firms have disappeared, with the exception, in the last named respect, that the business of Ogilvie and Lochead constitutes a continuance of Mr. McLean's establishment.

Not only is it true that the camera cannot lie but it is equally true that it can tell some very pleasant truths and the accompanying reproductions can tell a better story than any word description of Milton's Limited, fine new store at 84 Yonge Street, could tell. Miltons were formerly on King Street between Yonge and Bay Streets, and they moved into their new home somewhat over a month ago. As will be seen, Miltons carry both men's and women's lines of merchandise. The upper picture is the men's wear section; the lower, the ladies' section which is just at the rear and around the corner of the men's wear section. The manager of Miltons, Mr. Tucker, says they have had splendid increase in business since moving to Yonge Street. "The much better display we are able to give our merchandise together with the better location have resulted in a good increase in business," he said. It is an up-to-the-minute store in every respect.

Manager Eddie Onslow at Teasdall's Clothes Shop: Novel Scheme in Toronto Successfully Operated

Toronto Boys Are Invited to Meet the Popular Toronto Manager and a Famous Pitcher—Demonstration of "Serving Them Up" and Talk on "How to Play First Base"—Upwards of Two Hundred Baseballs Given Away in a Week's Time

IT IS not often that one associates a clothing house with a school of instruction in the manly art of baseball playing, or a meeting place where young enthusiasts go to shake hands with celebrities of the International League. Looking at such a venture as a one-act play, one can see three distinct advantages to three distinct parties. In the first place, the young boys are encouraged to meet men of whom they read every day and this very meeting will enliven the boys' interest not only in the game of baseball, but in men whom they have actually met. That is a distinct advantage to baseball as a national sport. In the second place, the baseball celebrities themselves are benefited because they make new and warm friends who come to regard them as heroes, and to be popular with boys is one of the greatest assets in the sporting world today. And, in the third place, the clothing house derives a distinct benefit. Hundreds of boys are brought inside the store, the house is popularized, the boys regard the proprietor in the kindliest light because he has been the medium of introduction to heroes of theirs, and the foundation is laid for bigger business.

It was a merry crowd of boys who posed before the cameraman at Teasdall's Clothes Shop on the morning Manager Onslow of the Toronto Baseball Club and Pitcher Taylor gave a demonstration on "serving them up." Onslow and Taylor are in uniform, Onslow being the left figure in the picture. Mr. Teasdall may be seen at the rear and to the left of the picture, wearing glasses.

Teasdall's Clothes Shop

In a word, this is what Teasdall's Clothes Shop, corner of Yonge and Bloor streets, did on May 13. For some days prior to this date, they announced that the young boys of Toronto would have a chance to meet the popular manager of the Toronto baseball team, Eddie Onslow, and one of the star pitchers, "Pitcher Taylor." There is not a boy in the whole city of Toronto who has not heard, read and dreamed of Eddie Onslow, and how he plays first base in the International League. And by May 13 Taylor had sufficiently demonstrated his ability on the mound to encourage the enthusiasm and arouse the curiosity of the young fans. But to actually shake hands with them and hear Eddie Onslow give a talk on "How to play first base," was a treat for the gods. The whole stage was cleverly set by Mr. Teasdall and his assistants; the electric lights were taken down so that Onslow and Taylor could give a demonstration of how to "put them over."

Did They Come?

Did the boys of Toronto respond to the invitation of Teasdall's Clothes Shop? Well, rather. They came by hundreds. They could hardly get in the doors and during all the time Onslow and Taylor were there about three hours—about 200 boys were constantly around them, so Mr. Teasdall told Men's Wear Review. They stepped out into the middle of the floor and for some minutes Taylor served them up to Manager Onslow in his best style. The popular manager and first baseman then gave the boys a short talk on "How to play first base," and he gave them some pointers that were subsequently tried out in many a back yard, or against some high board fence. It was a close-up meeting and it is safe to say that there were not two people present who enjoyed it more thoroughly than Manager Onslow and Pitcher Taylor.

How the Store Cashed In

But there is an advantage not to be forgotten in this story—the advantage to Teasdall's Clothes Shop. In the announcement of this event, it was also stated that a real league baseball, autographed by either the manager, Eddie Onslow, or Pitcher Taylor, would be given away with each fifteen dollar suit of clothes. The two baseball players were kept busy autographing brand new league baseballs. It made a great day's business for the store and more than 200 baseballs were given away in a week. A parent who can restrain the enthusiasm of a young boy for a suit of clothes when there is a national league baseball behind it, one already autographed by the manager of the Canadian team, is a parent whose sympathies are not easily aroused.

Mr. Teasdall figures that he is giving a lasting popularity to his store by getting in close touch with the boys; he is making customers for the future. Mouth to mouth advertising, too, is of a good sort. And when you increase the circle of two hundred boys to the number who will play with those balls given away by the Teasdall Clothes Shop—every one of them knowing where the ball came from and how it was secured—well, you have a tolerably large clientele.

Serve your customer best not by selling him what you want him to buy but by supplying him with the merchandise that will be most helpful to him.

One of the best ways to focus attention of all travellers on the store is to establish a travel information bureau. This bureau might take the form of a booth with a pretty girl in charge. It should be located at the rear of the store, so that folks who wish to visit it will have to go all through the stocks to get to it.

Toronto as Hat and Cap Centre

This City Boasts Oldest Manufacturing Firm in Canada Established in 1875—Important Canadian Firms Have Their Sales Offices Here—Wholesale Houses Send Buyers to Every Market in the World to Purchase Best and Choicest in Hats and Caps

TORONTO is the distributing centre of about forty wholesale and manufacturing hat and cap firms. While there is not a great deal of felt hat manufacturing done right in Toronto, this city boasts that it has the oldest established felt and straw hat manufacturing concern in the Dominion of Canada. Rather, perhaps, it should be said that one of the largest firms in Canada, the Robert Crean Co., is the successor of this firm that was organized away back in 1875. The Ontario Straw Goods Manufacturing Co. and the American Felt Hat Co., of Balmuto street, were formed in 1875 with Robert Crean and George H. Hastings as the original managers. They occupied a two-storey brick and frame buildlng that was 60 feet by 120 feet. Copies of old newspapers still extant state that there were 200 hands employed at this time, but there is some doubt, so say the successors of this firm, if this was really the case. It is true, however, that there was a goodly number employed; and some idea of the tremendous progress that has been made in hat manufacturing may be gathered from the fact that there are now fewer hands engaged by this firm, yet their output has increased many-fold. It is rather significant that two of the largest Canadian firms—the Robert Crean Co. and Guillet & Sons, Ltd., of Marieville—were organized at about the same time, the latter firm being established in 1877.

Other Manufacturers

The bulk of headwear manufacturing done in Toronto is in cap and tweed hat lines and this city can also boast a growing panama hat manufacturing business that is a distinct credit to the heads of firms attempting this work. The time is not far off when Toronto will become a very active centre in the panama hat business, as it has already become in the manufacture of felt hats, straws, tweed hats and caps, and as a distributing centre for manufacturers of hats and caps the world over.

As a Distributing Centre

As has been mentioned, as a distributing centre Toronto is very active. Many of the oldest established wholesale houses in Canada have their warehouses here; while important manufacturers established in other sections of the Dominion have their sales offices here, where they may quickly serve this city and the surrounding centres. There has been a rapid growth of the number of lines of hats and caps carried by Toronto wholesale houses. Time was not so very many years ago, when the retailer had a comparatively narrow field from which to select his headwear. Now all this is changed. Toronto wholesale houses send their buyers to all the important countries in the world to buy the choicest makes of these countries, so that they may be placed on the counters of the Canadian retailers. From the United States, from England, from France, from Germany, from Austria, from Italy and from some of the small-

(Continued on next page)

THE GREATEST STRAW HAT VALUE EVER OFFERED
IMPORTED ENGLISH
STRAW HATS $1.75
WHY PAY UP TO $3.00 FOR THIS QUALITY ?
IMPORTED ENGLISH
$1.75 STRAW HATS $1.75
WHY PAY UP TO $3.00 ?
STRAW HATS $1.75
ENGLISH STRAW HATS 1.75

Sometimes it is most desirable to give the effect of quantity in a showing of straw hats and, at the same time, have some uniformity and distinctiveness to the display. The moderate price of many of the season's straws lends itself to quantity display very well. Buckhams of Yonge Street, Toronto, have done this very well in the window reproduced above. There are upwards of three hundred hats shown in this window.

For three or four Saturdays Buckhams have tried out rather an unique sales plan in connection with their straw hats. There are two door entrances to their store and between these two doors is a display window, giving them three display windows for the store. In this centre window on Saturday mornings they have had an orchestra playing music, attracting the passing crowds and, incidentally, fastening their gaze on the big showing of hats they have had in their windows. The result has been that crowds have been seen in front of these windows each Saturday morning and they report very satisfactory sales of straw hats.

Facts About Toronto In 1921

Population	522,666	Net Debt	$101,906,003
Assessment	$693,483,354	Taxes Levied	$23,076,988
Tax Rate, (including 1 mill war tax)			33 mills
Building Permits Issued			9,297
Buildings erected			$ 11,291
Value of Buildings Erected			23,878,240
Telephones in Use			101,531
Exports to U.S. From Consular District of Toronto, (1920)			39,924,488
Net Postal Revenue			4,947,776
Money orders issued			6,800,280
Money orders paid			162,992,195
Free Imports			73,186,268
Duitable imports			169,723,515
Exports to U.S. From Consular District of Toronto ,(1920)			39,924,488
Number of manufacturers, (1919)			3 157
Capital invested			406,858,200
Value of products			506,905,639
Cost per week of a family budget of staple foods, fuel, lighting and rent			24.02
Bank Clearings			5,104,893,766

TORONTO AS HAT AND CAP CENTRE

(Continued from previous page)

er European countries, merchandise comes after careful selection by the buyers of Toronto houses.

The activities of Canadian manufacturers combined with the purchasing power of large wholesale houses that act as distributors of the world's best merchandise in headwear, makes it possible for Toronto to serve every wish of the Canadian retailer insofar as up-to-date hats and caps are concerned.

At a meeting of the men's clothing and furnishing section of the Provincial Retail Merchants' Association held in the City Hall, Regina, June 6, 1922, with H. D. MacPherson in the chair, the following were present: Jack Wood, Mr. Hindson, J. Schwartsfeld, H. J. Beveridge, L. R. McVicar, Mr. Newman.

Moved by Mr. Hindson and seconded by Mr. Schwartzfeld, that the officers of the clothiers and furnishings section of the provincial committee be: H. D. MacPherson, Regina, chairman; Jack Wood, Swift Current, first vice-chairman; R. A. Miller, Prince Albert, second vice-chairman; L. R. McVicar, Regina, hon. secretary; A. E. Wild, Melfort, hon. treasurer. Further moved by Mr. Wood and seconded by Mr. Hindson, that Mr. H. D. MacPherson be Dominion representative of this section.

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

READ THIS!

For the Advance Style we have changed all our Model Forms to suit the prevailing Styles of Ladies', Juniors', Girls' and Men's Forms.

Complete information is given in our new circular, if you do not get one—

Write for one

DELFOSSE & CO.
47-249 Craig St. W., Montreal

Dale---Better Displays

Better and more sales compelling window displays for your merchandise are needed in order to justify increased sales.

Every article in your store can be attractively displayed. Our fixtures are practical and for this reason have exceptional value—because they save time in bringing about effective displays.

Write for the new Dale catalogue.

Dale Wax Figure Co., Limited
86 York Street, Toronto, Ont.

AGENTS:

E. R. BOLLERT & SON, 501 Mercantile Bldg., Vancouver.
O'BRIEN, ALLAN & CO., Phoenix Blk., Winnipeg.
P. R. MUNRO, 259 Bleury St., Montreal.

Sell and Satisfy

It is because the "Tutt" line is easy to sell and sure to satisfy that these models are business builders for the retailer

They may cost a trifle more than ordinary clothes but give twice the service and satisfaction (and bring back repeat orders.)

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East

Toronto, Ontario

THE RECORD HAT

You have the story in the picture—a hat that is extremely appealing. In **Beaver** and **Pearl Grey.**

Price $37.50 and up.

Our Caps Sell and Give Satisfaction

Our Fall and Winter range is now in our salesmen's hands. Critical young men who demand superior style and workmanship will be attracted the minute they spot a McGregor in your window.

McGregor Caps

Smart and elegant—every one a cap creation. Merchants now handling this line realize their excellent qualities.

Make sure you see them.

The "Consulate" Shirts

wash right. They are made from the best of materials, colors are guaranteed fast, so they stand the wash and come out bright as new.

They are roomy and cool—they're just the shirts for the warm weather.

Price $12.25 and up.

Hyde & Halliwell

43 Scott Street - Toronto

REPRESENTING: **Messrs. J. Woolfenden & Co.,** Denton, England. The Record Hat, Velours and Felts. **Messrs. M. Bertish & Co., Ltd.,** London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

Fall Suits with that Graceful, Stylish Appearance

Young men who wish to wear clothes that are essentially correct will find their true ideal correctly expressed in the new creation now being shown under the Oxford label.

Every garment for Fall and Winter has that distinctiveness and individuality that have made the name Oxford the synonym of clothes correctness.

Our travellers are now on the road. Be sure to see this range—prices reduced.

OXFORD CLOTHING CO.

LIMITED

King Street and Spadina Ave. TORONTO

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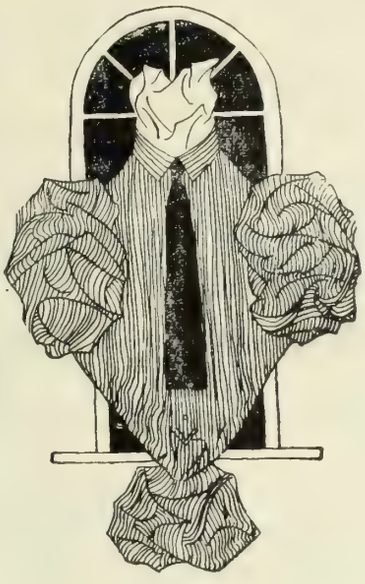

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Clothing Specialties, Shirts and Neckwear

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Makers of the Best Tailored Garments for Men

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COOK BROS & ALLEN LIMITED
"Art Clothes"
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At the same time guarding your other object in business, **Profit.**
Art Clothes look out for you as well as your customer.
We invite your enquiry for Fall 1922 special order samples NOW.
COOK BROS. & ALLEN CO.
LIMITED
Wholesale Tailors
TORONTO
Builders of Good-Will

Men's Wear Review

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Feature of the Budget

PERHAPS the outstanding feature of the budget so far as the retailer is concerned, is the increase of fifty per cent. in the Sales Tax. So far as we have heard, there have been but few objections to this increase from retailers. If a new tax is well within reasonable bounds, the retailer is not greatly concerned so long as he is not confronted with the task of actually collecting the tax as he was in the case of the ill-fated Luxury Tax. If he can either absorb it himself or put it in overhead, it does not much matter to him so long as it is not so great that it immediately skyrockets the cost of men's wear lines to the consumer and, thereby, places a further restriction on business.

In many cases, however, retailers will have to arrive at a new decision with regard to the method of taking care of this larger Sales Tax. Formerly, not a few men's wear dealers absorbed this tax themselves, and the consumer was not even called upon to pay it in the purchase price of the article he bought. Now, however, this will hardly be possible. A three and a four and a half per cent. tax is really too large to be absorbed in this manner. During the last year, many merchants have reduced their margin of profit as it is, to create bigger business so that the sales volume might bear a favorable relationship to that of former years. He has been obliged to run some expensive markdown sales that have eaten into the yearly profit sheet of the business. He can hardly, therefore, assume an extra expense of three or four and a half per cent. on certain lines of merchandise. It will have to go into his selling price; it will have to be passed on to the consumer.

On the whole, it cannot be said that the budget will reduce the cost of merchandise handled by men's wear dealers, except, perhaps, with one or two exceptions. The decrease in the preferential tariff is practically offset by the increase in the Sales Tax. In many cases, the retailer will actually pay more for his merchandise.

From some quarters serious objections have been raised to the cancellation of the depreciated currency legislation and the effect it will have. Hat men, for instance, say that it practically means free trade with Austria. If that is the case, it opens the door to Austrian competition, particularly in velours.

We understand that some representations have been made to the Government by one or two classes of manufacturers and it would not, perhaps, be wise to be too certain that all of the provisions of the budget will stand as originally laid down by the Minister of Finance. No one but appreciates the position of the Government in being faced with the necessity of raising hundreds of millions of dollars with which to carry on the business of the country; but there will always be objections raised as to their methods of doing so.

Eyes West

IT IS at this time of the year that the eyes of business men instinctively turn to the west. There is no use in denying the fact that essentially Canada is an agricultural country, and that our progress is wrapped up in the fields. So long as the sun shines on the country it will shine likewise on the city, on industry and, in fact, on all phases of Canadian enterprise.

All reports that come from the west are most encouraging for a bumper crop. It is said that the outlook has not been as good since 1915 when the west gave a record crop. There is, as yet, plenty of moisture, and if devastating droughts do not overtake the west, we shall probably have crops that will give very great satisfaction, not only to the western farmer, but to the whole of Canada.

The west, at present, is moving in a business way, having in view the forthcoming crop. Commitments of any considerable size are not the order of the day. The west hesitates with, however, their optimism still unbroken. If a good crop comes out of the west in 1922, it will mean a very definite turn in the business outlook for the whole country. It is very re-assuring at the present time to hear only the most favorable reports from this section of Canada.

Not So Bad

WE SAID in an editorial a few weeks ago that things were never so bad as they appeared to be. We had a verification of this only a few days ago when talking to a director of one of the large retail organizations in eastern Ontario. He told us that they had looked for a certain percentage drop in their business during 1922 on account of general conditions which were not as favorable to trade as last year. Up to the end of May, he says, they were ten per cent. better than their expectations. The crop outlook in that section of Ontario, he said, was excellent; and if the yield was as good as now appeared likely, they would not be surprised if they ended the year with a record almost, if not quite, up to last year's.

In other words, this firm has put "pep" into business.

Men's Wear Markets at a Glance

Fairly Active Movement in Seasonal Merchandise—General Tendency of Prices is Firm With Some Advances in Cottons—Fairly Heavy Placing on Fall Overcoats—Summer Lines of Merchandise Have Been Very Good—Phenomenal Sale of Straw Hats

SEASONAL trade in both the wholesale and the retail trade has been fairly active; in some lines, brisk. The interjection of a few really hot days brought customers into the shops of the retailers for summer underwear, summer shirts, collars, ties and not a few palm beach suits. This was soon reflected in the wholesale trade and there was an active demand for summer merchandise. The sale of straw hats has been phenomenal and there are few to be found to-day in wholesale houses in Toronto.

Insofar as Fall placing is concerned, while some lines such as underwear and knitted lines have moved fairly actively, other lines have been rather quiet. The merchant is still indisposed to commit himself to any extent for the future until he himself is more certain of the outlook for Fall. Wholesalers state that orders from the West within the last ten days have been more plentiful, something they regard as a very encouraging sign. It would appear from this that Western merchants feel confident enough of the Fall crops to make some purchases for their Fall and Winter's business.

So far as prices are concerned, the whole tendency is very firm. One of the leading Canadian cotton mills sent out a revised cotton list within the last few days, revising upwards from 5 to 10 per cent. on some lines of cottons, mostly unbleached variety.

Wholesale houses report that they have had a very good sale of palm beach clothing for the summer trade and that there is still a demand for it from the retailers. They are looking for a good sorting trade on this line of clothing. Reports indicate that there has been a fair amount of placing on overcoats for the Fall and Winter trade. Retailers had a very good season on this last season and they are placing in expectation of another good one during 1922-23. The placing on suitings has not been so active, though the retailers are anxious to see models and are looking for lively patterns. Evidently it will be a good sporting season and a very bright one so far as young men are concerned.

The sale of straw hats has been most active. One wholesaler told Men's Wear Review that he had never had as big a season in straw hats in his history, and he is the head of a very old and well established firm. He said he could have sold two thousand dozen more if he had had them. Other houses have been in about the same position. It is, say wholesalers, the result of failure to place ahead with a rush at the last moment for merchandise. In spite of this fact, however, there is not a great deal of placing being done on Fall lines and wholesalers are saying that there will be another shortage of merchandise in the Fall. Manufacturers and wholesalers are somewhat in the dark regarding their own operations as they find it difficult to anticipate retail requirements for the Fall trade. The head of one of the large wholesale houses in Toronto who has just returned from a trip to England and France states that there is a noticeable improvement in conditions over there. Domestic trade has shown a very marked improvement; there is a relief in the unemployment situation; and export trade is picking up very nicely. Withal, he says, that prices are firm with, in some cases, an upward tendency. In placing orders for tweeds for caps he states that advance prices have been asked. He does not anticipate any advances in hat and cap prices but he says there is nothing yet to indicate that there will be a lowering of them in the near future, at all events.

Summer lines of underwear, neckwear, etc., have moved very quickly during the last few weeks and retailers are looking for good business during the holidays, judging by the orders they have placed with the wholesale and manufacturing trade. Bathing suits, light weight and light fabric underwear, wash ties, hosiery—all have had and continue to have a very good sale. Placing on Fall underwear has been fairly heavy, and knitted lines, generally, have moved more freely than many other lines of men's wear.

Travellers from some of the largest shirt manufacturers are just taking the road with their Fall lines and it is a little early yet to state anything accurate with regard to their response from the retail trade. They are showing many attractive lines, priced moderately and they go with a degree of confidence that prices will remain very firm for some time to come.

Dealing with market conditions in England a statement by the Ontario Trade Commissioner says:

The improvement in the ready-made clothing trade reported last month is being maintained. Production has increased and many factories previously working not more than half time are now running their machinery almost at normal. In some cases a system has been adopted of working five days per week with several hours overtime, so as to give a free Saturday. This change is appreciated by the workers and has the effect of reducing establishment charges.

In the Leeds district there are 800 fewer clothing-trade operatives on the unemployment list as compared with a month ago.

Stocks of clothing are low and most of the present production is to meet current season's trade. Large quantities of sports jackets and flannel trousers are, however, being produced in readiness for the summer.

Buying has been mainly on account of home trade; the nature and volume of export inquiries show signs of the possibility of an improvement in business as conditions become more stable.

Do Barnyard Scenes Sell Straws?

Montreal Display Men Get Away Altogether From the Haystack Idea This Year—Displays Emphasize the Style Quality of 1922 Straws—Artistic Backgrounds Used—Some of the Windows Seen by Men's Wear Review

THE SEASON for straw hats opened formally on the 13th of May in Montreal, with many interesting displays in the various uptown and downtown shops catering to men. There is a decided change in the type of window featured this year which is without doubt an improvement, and that is the entire absence of the ludicrous haystacks and bunches of straw which seemed to be the only setting employed last season to play up straw hats. The hay stack is all very well in connection with a Harvest Home window, or some such celebration which calls for a rustic setting, but just how the idea first took hold with display men as a background for hats which are by no means constructed out of grass, is a mystery to most of us.

Of course the idea behind all the barnyard fodder was the desire to drive the fact home that summer is coming, but until this year, few display men seemed awake to the fact that this method of featuring hats only tends to cheapen and depreciate the style and worth of really good straws. The psychological effect of a barnyard scene upon the average man who is in quest of a new straw hat would be to prejudice him against the hats in that particular window and to instil in him a sub-conscious lack of respect for them, even though they might be priced just as high as others on view in the ordinary way. Display men who have tried out the hay stack idea in the past have discarded it this season for this very reason, according to several with whom Men's Wear Review has talked.

"HAIL AND FAREWELL"

An amusing window trim used by David's of Montreal to introduce their Spring straw hats. Wheat was used to lend a summery touch to the window.

Unusual Touches Are Advisable

There are many ways in which the straw hat can be displayed which are likely to make a stronger appeal to purchasers than in the way just described. And in any case, the element of unexpectedness is not without its charm, provided it does not verge on the ludicrous as in the case of the barnyard setting. Two noticeable windows featured by stores in Montreal early last month proved this and attracted instant business. In both cases large windows were used, completely filled with sennet and split straw sailors, with various types of bands and in different shades. The background in the case of this window was untouched but a large trunk of an unstripped birch tree was placed in the centre, upon the top of which a gigantic straw sailor hat, measuring fully 3 feet or more across, was placed, with ordinary hats resting on its commodious brim. The striking appearance of this huge bit of headwear together with its unusual support, led many people to study the window, when the price card informed them that the hats within were not only smart, but moderately priced.

Grass and Daisies as Background

In the other large display, the hats were grouped in half dozens, both on stands of various heights and on the floor. The floor itself was entirely of grass, which was subdued to convey merely the necessary touch of summer, and was not in any way reminiscent of the much-abused hay. Real daisies were used as the floral touch.

In still another window great vases of fresh flowers were used, while the hats were cleverly posed in pyramids of irregular but artistic arrangement about each vase, fronds of ferns drooping down softly and lending a much softer appearance to the usually stiff setting which prevails with hats of the sailor type. A good touch noticed in this window, as well as in several others, was the use of separate bands in vivid sports or college stripes used here and there wherever space permitted, to enliven the sameness of straw and black bands. In all cases, care is used to turn the inside of the hats round towards the street to show the imprint of the store's name, together with the device so interesting to purchasers: "Imported from England by——"

(Continued on page 47)

Reports Show Fall Placings Light

Montreal Men Say Retailer is Buying Cautiously on Account of General Conditions—Weather and Many Movings and Alterations Cause Delay—Large Demand for Soft Fabrics—What the Consumer Demands in Clothing—Heavy Placings on Boys' Clothing

ORDERS for fall clothing to date have not been as satisfactory as was anticipated, according to a leading Montreal manufacturer of widely known brands of suits and overcoats. Taking the month of May as a whole, as compared with the volume of business done at the corresponding period in 1921, it would appear as though the weather or some other cogent reason is against a normal demand and instead of placing being done on a definite basis, (even though less than the 60 per cent. of the season's requirements usually ordered at the outset), it seems as though the retail trade were merely marking time.

Both wholesale and retail trade is at present to a great extent dependent upon the good graces of the weather man, who has until the time of writing turned a very cold shoulder to the prayers of clothiers and manufacturers alike. Another thing which has militated to some extent against an early resumption of buying is the unusually large number of retailers who have moved or effected extensive alterations in their businesses, necessitating a few weeks' delay before the usual attention to the matter of fall buying can be given. The manufacturers claim, however, that back of these and other reasons for not buying, the retailer is in a pessimistic frame of mind, and they feel it is going to require exceptionally good values, together with attractive merchandise to awaken the interest so dormant at present in winter stocks.

The majority of fall overcoat lines in staple fabrics start approximately 10 per cent. below last season's prices, with the exception of those garments made of novelty English worsteds, on which prices will show a slight increase, probably also around 10 per cent. The trade insists upon novelty materials in overcoats, it is found, and to meet this demand, the foreign markets have been combed to supply the demand for the softest and most effective colorings and weaves. So far, the demand in novelty fabrics is almost exclusively confined to light shades.

Consumer Demands Soft Fabrics

Manufacturers are still unable to give any guarantee with soft fabrics it was said, but the demand continues as large as ever, for the reason that the prevailing loose lines demand a material which will drape effectively, which fashion it is impossible to develop in firm-finished goods. Only in the more moderately-priced lines is there any demand felt for hard-finished fabrics, and these only when real wearing qualities are desired above style and up to date effect.

Suit Prices Show Little Change

Generally speaking, suit prices are slightly in advance of the opening price of last season, the very cheapest lines in one well-known house being quoted at $17 or $18, while the best grade is quoted at $35 (wholesale). Fine English Saxonies, however, show a greater advance, and in this connection a manufacturer emphasized the fact that deliveries on all of these high grade English woollens are not likely to be good throughout the summer and unless orders are placed at once, many annoying delays are certain to be experienced.

Two-Trouser Suits Find Greater Favor

Speaking of the kinds of garments preferred by the retailers in general this season, this manufacturer stated that the two-trouser suit was far and away the most important feature of the season. This representative has only just recently returned from an extended trip through eastern provinces, during which he found that 95 per cent. of the sales of suits made by retailers in the leading towns and cities he visited were for two-trouser suits. The demand for the extra pair of trousers is likewise being registered in almost every case where fall samples are concerned, it was said. The average cost of the extra pair of trousers is comparatively light, approximately 30 per cent., or $5.25 on a $25 suit, and when the lengthened life of the suit is considered, the consumer of popular priced clothing will have no other kind.

Boys' Clothing in Better Demand

It is expected that the coming fall season will be a good one for overcoats, which is generally the case whenever suits go more slowly, but in the case of boys' clothing, the demand has been exceedingly good, indicating that whatever the cause for delay in buying men's lines may be, it certainly is not affecting the volume of orders for boys' merchandise. The orders received by one Montreal house which is noted for its boys' clothing, indicate that one of the biggest seasons in juvenile suits and overcoats is anticipated. According to this firm, the trend of demand is entirely for plainly-cut suits, the majority of which feature an all-round belt but no fancy pleats, tucks or trimmings. The better class lines of American clothes reflected this tendency last season, and it is being clearly proved this month in the numerous requests received from retailers for the plainest models, in all cases, of better cloth when possible. Lovat shades and silky tweeds are the first choice, though staple navy blue serge shows no diminution in popularity.

This manufacturer does not anticipate quite so marked a demand for extreme models in young men's suits for the reason that these are pre-eminently a spring and summer line, and with the preference shown for both fall and winter overcoats, it is not thought that extreme styles of clothing have the same opportunity of success that they at present have.

Raglan Overcoats Are Smart

In any case, one general conclusion can be made even in the face of the discouraging state of buying, and that is that retailers are picking up Raglan overcoats almost exclusively, particularly those with the kimono type of shoulder, and it looks as though next winter would see an eclipse of the set-in sleeve temporarily at least.

What Does the Consumer Want?

A Montreal manufacturer drew the attention of Men's Wear Review to an interesting questionnaire recently sent out to a number of retailers who handle boys' clothing. This questionnaire was based upon the general problem regarding what retail customers demand in fall clothing for boys. The replies showed that the following points are insisted on in every case:

1. Good fabrics. 2. Good workmanship. 3. Reasonable price. 4. Style. 5. Good fit. 6. Good trimmings. 7. Two pairs of pants with each suit. 8. Retail prices, $10 to $15, or $12.50 for 2-pant suits.

Such points as these ought to make admirable texts for fall advertising from the retailer's standpoint.

A CORRECTION

In the last issue of Men's Wear Review, a mistake was made with reference to the name of the new designer who has recently taken charge of designing and manufacturing for the John W. Peck & Co., Limited, of Montreal. The name should have been H. S. JACQUES.

Shirt Manufacturers on New Budget

General Agreement That It Cannot Mean Lower Prices to the Consumer—False to Liberal Promises, Says One Manufacturer—Retailer Will Now Have to Add Tax to Selling Price Where Many of Them Had Formerly Absorbed It

WHAT will be the effect of the new budget on the shirting situation in Canada?

Men's Wear Review solicited this information from representative shirt manufacturers, believing that they could tell the story accurately because of their intimate connection with the industry and the effect that new tariff regulations were bound to have on it.

F. W. Stewart, Canadian Manager of Cluett, Peabody Co. Ltd., and Chairman of the Quebec Division of the C. M. A. has the following to say:

To Satisfy Progressives

"The changes of custom duties, taxes, etc., as announced by the Finance Minister in his budget, were undoubtedly decided upon, having in mind the necessity of satisfying the Progressives and maintaining their support, at the same time adhering to the views of the members of the Liberal party from the Province of Quebec, who realize that the future progress and development of the province, lies with industry, rather than with agriculture and natural resources.

"The adjusting of the tariff downwards on specified articles, under the preferential tariff, will not mean lower prices to the consumer, for the reason that Canadian manufacturers do not base the prices of their product upon the rate of duty which applies upon the particular articles they produce, but upon actual cost of production, and as the prices of goods, generally, produced in this country, will compare favorably with those of other countries, under normal industrial conditions, the matter therefore, of lowering the tariff on any article, does not necessarily mean a lowering of the price to the consumer.

"Therefore, the changes in the customs tariff will have little or no effect upon the prices of the majority of articles upon which the duty has been lowered.

"On the other hand, the increases in the sales tax and stamp tax, are distinct increases in the taxes upon industry, and consequently will increase the cost of production and distribution.

Consumer Must Pay

"This increased cost must naturally be passed by the manufacturer and wholesaler, through the retailer, on to the consumer, with the result that although the Liberal Party promised to legislate to lower the cost of living, if they were returned to power, the new taxation will undoubtedly tend towards the creating of higher prices.

"Personally, I have been favorable to the sales tax, believing it to be equitable to all classes of the community, and there should not be any criticism on the increase as announced.

"The cheque stamp tax is a distinct error of judgment on the part of the Government, and should be adjusted to a satisfactory basis before July 1st.

"If a fixed amount for all cheques were decided upon, say 5c, there would be a satisfactory increase in revenue from this item, and the regular channels of commerce would not be interfered with.

"The investment in stamps, by industrial concerns, would be enormous.

"A vigorous protest should be made against this tax, as announced, being passed by Parliament.

Flood of Foreign Goods

"The opening has been made for this country to be flooded with German and Austrian goods, and the Government will no doubt find, in due time, that the repealing of the 50 per cent. Currency Clause is not to the benefit of commercial or agricultural interests, and the revenue from the imports, based on the exchange value of these countries, will be negligible.

"The changes as incorporated in the budget, clearly demonstrate that it is from the industrial sections of the country which are looked to to provide the necessary revenue, the agricultural interests not being looked to to any extent for the increase in revenue which is required.

"There will be a decrease in revenue from customs duties, without any benefit of lower prices to the consumer, and higher prices on account of increased taxes on the commercial community, which clearly demonstrates that the Government has failed to make good its promises to make the cost of living easier, when returned to power.

"The one gratifying feature of the budget was that the retail merchants were not called upon to collect any taxes. Their burdens are heavy enough under present day conditions, and it is hoped that the manufacturers and wholesalers will always be looked to to collect the sales tax, whatever it may be.

"The manufacturers should not suffer from any changes in the customs duties; the taxes will increase many prices to the consumer, and an inclination on the part of the people to realize that the policy of the late Government was sound, as it was generally confirmed by the present Government, by the Finance Minister, through his budget."

Not Much Difference

W. R. Moore of the Lang Shirt Co. Ltd., of Kitchener, says: "We cannot see where it will make a great deal of difference to us. The reduction of 2½ per cent. of the preferential tariff really means 1¼ per cent. on account of the additional excise tax. It will not affect the price of shirts to any great extent. There have been some complaints from customers who have been in the factory during the past several days regarding the sales tax; they intimate that the shirt manufacturers should make their prices so that they could maintain their present retail price without any increase owing to the increased sales tax. This is utterly out of the question as the shirt manufacturers at the present time are working pretty close from a profitable standpoint, the same being very small. There is no doubt but that the depreciated currency legislation will have some effect on certain lines but cannot see where it will affect the shirt business very much."

Will Have to Charge Up Tax

Another manufacturer believes that the increase of the sales tax will have to make some difference in the policy of the retailer with regard to the payment of this tax.

"The reduction of 2½ per cent. in duty on cotton fabrics will doubtless be of benefit to the trade at large, for our cotton mills are forced at all times to meet outside competition. But when one considers the increase of 50 per cent. in the sales tax this item overshadows any reduction there might be in other lines. Taking maters in their total we think it will mean that the retail trade will have to charge the sales tax on their selling price of all articles. They cannot absorb this tax as they have been doing the 3 per cent. tax in the past."

Anybody will make a mistake once. "Fools make the same mistakes twice." Try to beat yesterday's record to-day.

Always state facts. Deviation from the truth will not be tolerated.

The Associated Men's Neckwear industries of New York are taking a census of the neckties of that city. They are going about it in a most ingenious way. Men are posted along Fifth Ave. and at important intersections as well as in the lobbies of hotels to watch the passing throng of males. They are reporting the color of the tie and the type worn by men in different callings and professions. They expect this information to be invaluable to manufacturers and that the data they are getting will bring about a new era of activity in neckties.

Selling Methods That Are Proven

Good Salesmen May Possess Genius to the Extent of About Two Per Cent. But Other Ninety-eight Per Cent. is Made up of Common Sense and Hard Work—Pointers on Drawing Business to the Store

From the experiences of P. A. KENNEDY, Brandon, Man.

BEFORE starting in to deal with points pertaining directly to selling methods, I would for just a few moments say a few words about the buying of your stock, the kind of goods to buy and where to buy them. The foundation of every sale is "the buying of the article." There is no truer maxim than the saying "goods that are well bought are half sold."

Let us take a practical illustration: suppose one of you men to be a live grocer on one of the main streets, with a good-sized business. On Saturday morning you go down to one of your best and most reputable wholesale fruit houses and buy fifty barrels of No. 1 apples. On Monday morning you place the apples on display in your store. Having bought them from a reputable house, and deep down in your heart you know that both the quality and the price is right, naturally you are proud of your goods and you become enthusiastic over your buy. What follows?

Quality—Price—Enthusiasm

You give vent to your enthusiasm by telling every customer who enters your store about the fine apples you have for sale, and before the week is closed you find you have disposed of the whole fifty barrels. Now, what sold the goods? First of all, the quality; secondly, the price and thirdly, as a result of the first and second, your enthusiasm. But that is not all. Your scores of customers who bought the apples are sure to be pleased and not only will they come again but they will very likely, directly or indirectly, bring new customers. A quick turnover with a fair profit.

Let us take the other side: suppose you went to a house that you were not so sure of, and when you placed the apples on display Monday morning you found they were not quite up to your expectations. You are not anxious to tell your customers of your buy, you will lack the enthusiasm, and, possibly, after several weeks, in order to get rid of the goods, you will have to almost give them away. Here you have a slower turnover, decreased profits, and, the chances are, dissatisfied customers, or, in other words, loss of business. This same illustration can be applied to any line of goods or business. This brings out my first point on salesmanship.

A Word For Wholesalers

Goods that are well bought are half sold, or, in other words, in order to sell goods you must be enthusiastic and you cannot be enthusiastic when the quality is not there. Still another point in buying. Not only is it essential for you to see that the goods are right but you should convince yourself solidly in your own mind that the house you are buying from is right. Once you have done this, you should confine your account, as far as possible, to that one house, make your account worth while looking after, and you can rest assured that wholesale house will take care of it. If there are any real good buys going, such accounts as yours will get first preference, and more important still, especially in just such times as we are passing through now, if you need financial assistance at any time, that house will give it to you if it is at all possible.

I think I am quite safe in saying that there are very few retail men in this province who at some time or another do not require support from their wholesalers.

This article is the substance of an address delivered by P. A. Kennedy, of Brandon, Man., one of the livest pharmacists in Western Canada, to some two hundred merchants enrolled in the short course on merchandising put on for the retailers of the Province of Manitoba University. The Manitoba Board of the Retail Merchants' Association of Canada is deserving of credit for the part it has played, through this course, in making the retailers of the province better merchandisers.

A Few Facts on Buying

You may say this to me: "What has that got to do with the selling of goods?" It is this, gentlemen, no man can sell goods if he is worrying about a draft which he has to return the next day. This concludes the second, and, I think, very important point that I want to leave with you. Buy your goods where your credit will be best protected. Buy nothing you cannot sell at a profit, either in money or advertising. Buy what your customers want in the quantities they need and at the prices they are willing to pay.

After you have placed the stock in your store, the next problem which confronts the retailer is the successful selling of the goods. This depends almost entirely upon the attractiveness of the store, the convenience it affords, effective advertising, intelligent clerks, prompt deliveries, honest goods, service and innumerable other factors.

Pace-Makers for Salesman

Before passing on to deal with the actual personal selling of the goods, let me say that stock displays are the greatest silent selling force in modern merchandising. They are the pace makers for the salesman. A large percentage of the sales can be traced directly to attractive store and window displays, price cards, etc. It is, therefore, obvious when I say that your selling force can be either stimulated or retarded 50 per cent. by either attractive or poor shop arrangements. Good shop arrangements are, therefore, most essential to the successful selling of goods.

Dealing with the actual closing of the transactions, I would say at the outset that probably less than 10 per cent. of all retail salesmen are skilled to the trade, the other 90 per cent. are working along in the dark, faithfully perhaps, but blindly. I am speaking in the broad sense, alluding largely to the average sales people found in the retail and departmental store. It is, therefore, essential that you supervise your sales force as you would supervise your stock.

Cleanliness and Courtesy

Skill, loyalty and interest can be aroused, you can fit and train your help to their places, but you must share with them your enthusiasm, your knowledge and your loyalty. Build up your salesmen and they will build up your business. Sales people should be impressed with the fact that patience, tact and a common-sense view of the customers' wants are most essential. Courtesy towards your customers is of inestimable value; in fact, courtesy is the main spring of business life.

Do not allow a customer to enter your store without greeting him or her with a pleasant "Good morning, Mr. Brown, or Mrs. Jones" as the case may be. But, above all, do not over-do it. Every salesman should be neat and clean and, as I have just said, he should not only be polite and tactful with his customer, but he should be thoroughly conversant with the department which he represents. Not only should he know where every article is in that department or store but he should, so to speak, "understand his business."

Broadly speaking, 90 per cent. of the buying public have to depend upon the integrity of the salesman as to the actual value and quality of the goods. Let me ask—what does the average layman know about the quality and value of jewelry, teas, drugs, hardware, or, in fact, almost any commodity you might mention?

Honesty The Best Policy

This leads me to the key-stone in the arch of every successful sale—honesty.

has its assured reward. Fraud is a bubble. Truth is a rock that cannot burst. It is good business to live and let live. You are all familiar with a paragraph which I am going to quote to you, written by that great English writer, Shakespeare, in the Merchant of Venice—"if I can once catch him on the hip I will feed fat the ancient grudge." You know what happened, he got caught himself; and so will every salesman who adopts this method of getting business.

I have spoken in the broad term of the salesman "knowing his business." When he approaches his client the salesman must bear in mind that he must first of all gain the confidence of his prospect. To obtain that confidence, the salesman must in one way or another prove to his client that he is thoroughly conversant as to the quality and value of the particular line of merchandise in question, be it jewelry, dry goods or musical instruments, or any of the larger commodities. Once the confidence is gained, it being taken for granted that you have the line of goods wanted, the sale is very easily closed.

Adaptability and Politeness

Adaptability and politeness are very essential, more particularly with ladies. I once heard of a very successful shoe clerk who in his knowing the likes and dislikes of women generally, was one day selling a lady a pair of shoes. His client had tried on the footwear and one of the shoes seemed to fit a little tighter than the other. The lady remarked "one of my feet must be larger than the other." The wily clerk replied, "No, madam, one of your feet is smaller than the other." I think you see the point I am driving at.

Kindness to children at all times, whether they are accompanied by their parents or not, is good business. Gentlemen never overlook the fact that the kiddies of to-day are the men and women of to-morrow.

Clerks working on busy counters in rush hours of the day when every minute means a sale should not overlook the fact that it is much better to sell nationally advertised goods in preference to stopping and trying to introduce new lines which might bring you a little larger profit.

Staple and well-advertised goods are always sure to satisfy your customer. They are much more easily sold and during such rush hours, not only increase your sales but your profits as well, due to the increased turnover by selling such goods. Some people refer to a good salesman as a genius. I do not. He may possess 2 per cent. genius but the other 98 per cent. is commonsense and hard work, principally hard work.

As I said at the outset, deep down in your heart you must know first of all that your goods are right. Naturally, if you have any license to be on the floor as a salesman, you become enthusiastic over your merchandise. Give vent to your enthusiasm in your own natural way and you will find the closing of big deals, not only easy, but a pleasure.

Honest goods and enthusiasm are the two main essentials in closing your first sale. Maintain that quality, give service and the other sales will close themselves. We find particularly noticeable in our musical department, that a large percentage of our new business is a direct result of previous sales which were well and successfully closed.

Closing Big Deal

Speaking of closing big deals: In August, 1920, when I was president of the Brandon Board of Trade, I went to Eastern Canada on a holiday. Before leaving I made up my mind that I was going to sell a fine big, brick and reinforced concrete warehouse which the city of Brandon had built for a wholesale dry goods firm in 1914, and which, so to speak, was a white elephant on the city's hands all these years. I arrived in Toronto and started out full of enthusiasm and a determination that I was going to dispose of that warehouse. I called upon several big jobbing houses and laid before them my proposition, and, although I had received some very nice and pleasant interviews, nevertheless, I was turned down at every call. I kept on going, and finally walked into the office of the general manager of one of Canada's largest farm implement houses. I was very nicely received but was told they had no intention of making further extensions in Western Canada. I pressed my claim, and kept on pressing, until finally I knew my hearer was becoming interested. This gave me new life, so I put forth the best argument that was in me, with the result that he called into his office the vice-president of the firm, and in less than six weeks I had closed with that house a deal running close to $140,000. Faith, enthusiasm and determination closed that deal.

I merely mention these actual experiences of mine to give you what I have found to be the real foundation of the art of selling goods. With confidence, enthusiasm and determination you can accomplish anything. Why was it that the line of battle in Flanders held by our Canadian soldiers was never broken? Simply because they knew they had right on their side and coupled with that confidence was an enthusiasm and determination that struck terror into the heart of every opposing Hun, who no doubt must have known his goods were not up to par.

How to draw business to your store—it might be of interest to you to hear of some of the ways which we have found most successful in our own business. In fact, it is not my intention to talk theory. I have tried, as far as possible, to base the main topics of my address to you upon my own practical experience, and which I have found to work out successfully.

When I started in business in Brandon sixteen years ago, I had a very limited capital; in fact, so very limited I do not just know if I am even justified in calling it capital. I was told I should be prepared to lose money for the first six months, but I could not afford to lose money for even the first week, so I made up my mind I was going right out after business. Two days before I opened my store I sent out an invitation of a type-written letter, properly addressed and signed with the pen, to every lady householder in the city, announcing our business policies and the opening of our store on a certain date.

My store was very small but neat and attractive. I backed my letters up with newspaper advertising, and I want to tell you, gentlemen, that not only did I pay expenses but I made money from the day I opened.

We use these letters from time to time whenever we have something extra special to announce, and I can tell you it is the very best kind of advertising.

There is a saying that "Fortune knocks at your door but once." Speaking of selling goods, I would say that the opportune moment for closing your deal comes but once. The successful salesman is always keen to realize when that moment has arrived. Most of you, no doubt, have seen deals spoiled by either showing too much variety or by too much talk after the client has reached the point where he is ready to close. There is no set rule, the temperament of no two people is exactly the same; some people can be led very easily, others have to be driven, then again others have to be given their own way.

Underwear Factory For Burlington

"Coldovoid" Product to be Placed on Market—New Process Involved

The Coldovoid Underwear Company Limited, has been incorporated with head offices and plant in Burlington, Ont., for the purpose of manufacturing high-class underwear for men, women, and children, in wool, silk and cotton. Also jersey cloth and all kinds of knitted goods of high quality.

The company will concentrate in manufacturing pure wool scientifically treated, rendering the fabric soft, silky, unshrinkable and cold resisting—hence the trade name which has been adopted "COLDOVOID."

The process of manufacture is one comparatively unknown on this continent. Hitherto any goods which might compete with the product of this company have been imported. Plans for the erection of the new factory in Burlington are well under way. The directors of the company are as follows:

A. E. Elton, Hamilton, Ont.; D. J. Hoggarth, Toronto, Ont.; J. M. Bullen, Toronto, Ont.; Gerald Murphy, Toronto, Ont.; N. S. Robertson, Toronto, Ont.

The Collar Helps to Make More Sales Than Any Other Single Item of Haberdashery"

Complete Stock Will Help to Popularize the Store—Methods Employed by Department Stores to Cater to Men's Trade—Three Keys to Success—How to Get After the Hat Business—Popular Priced Hats Are Featured

A VERY alert and successful salesman of men's furnishings in a store of Ottawa, recently told Men's Wear Review that he attributed much of his success in this department to the fact that he always kept his collar business up. "The collar helps to make more sales than any other single item of haberdashery," was his opinion, "and any retailer who keeps his stock well assorted and is never 'just out' of any favorite models, can count upon selling at least one other article and in many cases, several. This particular dictum explains in part why this man has succeeded in making his department as popular with men shoppers as with women, for in the ordinary course of things as everyone knows, the furnishing section of a department store depends almost entirely upon its feminine clientele. In fact somebody has gone to the trouble to compile statistics as to the exact proportion of purchases of men's attire bought in department stores and has proved that nearly 75% of the customers are women, so that the achievement of this man is something to be recorded with pride.

Men Are Prejudiced

Getting the man to shop at a department store is one of the vital problems which merchandising men have to face. The average man apparently, shuns the department store and classes it in his mind as a "hive of women," and having a strong distaste to purchasing his needs amid a bevy of feminine customers, he has passed on to the exclusively masculine establishment which caters solely to men. His attitude has in many cases been actually encouraged by retailers for the reason that women can shop for men quite as successfully as the latter do for themselves, and as women are apt to visit the store frequently it is certainly logical to suppose that they will prove to be the most profitable customers in the long run. Department store haberdashery as well as clothing sections are now recognizing the fact that it will pay them to go after the men as well as their wives and the wisdom of this action is all the more apparent when leading men's wear stores now retaliate by advertising the fact that they desire women customers to shop as freely as men. "What's sauce for the goose is sauce for the gander," as the proverb has it, and if the men's store wants women's trade why should not the women's store seek a following among men customers?

A noticeable improvement in methods and ways of building up men's wear trade have been lately observed in leading department stores in both Montreal and Ottawa. In the case of the larger stores which have more facilities, a separate entrance is one of the features which gets most publicity. But even the separate entrance and the presence of male salesmen and the most up-to-date equipment will not satisfy the exacting male shopper unless he can be got into the store and interested in merchandise that he wants. This can be done provided the merchandise, and the department and advertising are right. It is in respect to the latter point that the department stores of the larger centres owe much of their recent success with men customers.

Newspaper copy having to do with the men's section of a department store, is usually distinct from the main "spread" and is written from the masculine viewpoint. Not a single hint of any connection with the store proper is permitted to enter into the advertising of "Men's Shop" as such sections are usually designated. The copy is usually to be found on the sporting or financial pages of the newspaper rather than in proximity to the usual announcement of the store, and its tone is different to that used to describe the newest in women's apparel.

A man is naturally prejudiced against buying in a department store, but no matter how strong his prejudice may be, he can be persuaded to do so if his interest is aroused, and once he makes a highly satisfactory purchase, he becomes one of the store's most valuable assets. This is where the importance of collar sales mentioned above, is most conclusively demonstrated.

The Headwear Problem

There is only one other item of apparel which men prefer to buy for themselves and always at exclusively masculine shops, and that is their hats. The department store has to admit that the headwear problem is a genuine one to solve where building up trade with men is concerned. Very few such stores can record any degree of success with their headwear section for the reason that men seem to have a hereditary instinct against buying their headgear in a shop which is frequented by women. It is especially difficult to stimulate the sale of hats, for though shirts, ties and hose are practically all bought by the women yet the most henpecked husband insists upon buying his own hat. How to get men into the department store for hats, therefore, is a problem which can also be solved by the three aforesaid general conditions the hats, the service and the publicity must be the best of their kind.

A valuable suggestion was made by one store this month. The manager of the headwear department is going to feature one special straw hat, under a particular name, and is going to price at very little more than $2. This hat is going to be advertised by means of street car cards and newspaper cartoons from early May to the height of the season. Similarly, in the Fall, a felt hat will be selected as the headliner and will also bear a popular price, probably under $4 and this also will be used as a leader to familiarize the entire male population with the hat section of this store.

The names selected will probably be those of leading hotels which are familiar to the public and carry a certain distinction.

Use The Mailing List

The personal mailing list should not be overlooked either, in the effort to win new friends for the men's section, and no better way of increasing business could be tried than the compiling of a mailing list from the membership of such clubs as Engineers', Bankers' or Insurance men's as well as those clergymen, doctors, lawyers and teachers. The various sporting organizations should not be overlooked by the department store either.

NATIONAL SAMPLE MEN'S ASSOCIATION

The efforts of the National Sample Men's Association to reduce the number of trunks carried; to improve the appearance of samples submitted to the trade; and to make the showing of these samples as convenient as possible to the merchant, is of interest to every retail merchant in the country.

The average merchant is a busy man and when an improvement enables him, in half the time usually taken, to go through a line of laces, embroideries and ribbons, for example, then he is interested in our efforts. Where the old-fashioned books were used, we are now using an accordion fold book, which enables us to lay out on the merchant's counter the complete line of these necessary and beautiful goods and avoid the turning back and forth of the somewhat cumbersome pages of the old book for the purpose of reviewing the samples which attracted attention as the pages were gone over.

The average men's furnishings line is sent out now in one half the trunks of five years ago and that in itself is a very convenient and time-saving feature for the benefit of the retailer.

Knit Goods Men On The Budget

One Manufacturer Says That Prices Will Necessarily Be Higher With Increased Sales Tax—Retailer Will Not Have to Pay Much More, But Will Have to Ask More—Very Sane Budget is Opinion of Agent

FOLLOWING are the opinions of some of the representative Knit Goods men on the new Fielding budget:

Mr. Clark, of C. and A. G. Clark, Toronto:

The Fielding budget marks another milestone in Canadian commerce. Perhaps no previous budget created as much interest as the one just brought down. Tariff revision, taxation, the enormous national debt, were perhaps uppermost in most men's minds. The fact that as a nation we were not paying our way, while interest charges on accumulating debt charges made us all wonder how Mr. Fielding would approach the task before him.

Viewing it from a business standpoint, we must admit that the budget has done as little to upset business conditions as could be hoped for. Any revision of tariff which would have caused an advance in the cost of living would have had a very serious effect on business. The public are more ready to resent anything in the way of advancing prices than ever before.

The changes which stand out most prominently are the increased sales tax, which must be figured in the cost of all merchandise placed on the counter. The reduction in customs tariff of 2½% on British textiles, reduces the protection to the manufacturer correspondingly. The tax on automobiles would seem to be as fair as taxes generally are, as most people buying an automobile can afford taxes.

The repeal of the deflated currency regulation is open for a lot of controversy, but the facts are that the law was mainly observed in the violation of it as Belgium, Italian, German and Austrian goods were purchased in terms of dollars and simply shipped through another country.

It is regrettable that a simple regulation, made simple enough to be workable, could not be put into force where the country of origin should be marked on the containers, tickets and so forth, of all goods being imported into Canada. Public sentiment would strongly support such regulations, keeping before us the fact that the cost of living should not be increased. With a huge tax bill which had to be met it would be hard to suggest a saner budget than the one brought down by Mr. Fielding.

W. Mitchell, President of Circle-Bar Knitting Co., Limited, Kincardine:

"The 2½ per cent increase of the British preference does not apply to hosiery as it does to knitted goods and underwear. The tariff on hosiery still remains at 25 per cent from Great Britain, 32½ per cent. intermediate, and 35 per cent. general tariff. This means that the tariff on hosiery is the same as heretofore, but the sales and importation taxes had been increased 50 per cent., and is now 4½ per cent against the former 3 per cent. This with the stiffening of prices on all lines of fine botany and merino yarns, can have only one result, that is to make all wool and percentage hosiery a little higher in price for the incoming Fall season. As to the other changes in the tariff and the effect they will have on the knit goods business and trade in general, when taken into consideration with the increased sales tax and other increases in the cost of doing business, such as the check stamp tax, increase in the tax in telegrams, etc., and the effect it will have is problematical, so is also what the outcome will be of the depreciated currency act, and we do not care to give our opinion as to just how these changes will affect business."

Will Pay About Same

C. Turnbull, of the C. Turnbull Co., of Galt, Limited: "We are of the opinion with regard to the reduction of the preferential tariff and the increase in the sales tax that it will not make very much difference to the retailers as to the prices they will have to pay for their goods, but they will have the additional sales tax to add to same, and collect.

"The knit goods manufacturers, owing to increase of sales tax on their raw material, and the fact that no reduction in tariff has been made on the material they use, in the way of yarns, etc., will not be able to manufacture as cheaply as before, and for these reasons do not expect any material change."

"ADVANTAGE IN"

is a certainty to the tennis player who dons summer togs like these displayed by Goodwins of Montreal recently. The illusion of a tennis court was cleverly enhanced by the use of regulation tapes on the floor of the window. Attire for other sports, together with suitable accessories such as paddles, fishing rods and a well-filled picnic hamper were all given their due prominence. The old hickory chairs lent a further "out door" touch to this attractive window.

Luggage Sales For Summer Months

Many Men's Wear Stores Are Missing Good Profits in Not Handling These Lines—Lower Prices Afford Valuable Inducements to the Purchaser—Cheaper Lines to be Avoided—How to Arouse Vacationist's Interest

IF YOU are one of those retailers who remark when anyone enquires if you keep a supply of bags or other luggage, "Yes, we keep them, but we don't push them," then the message contained in this article is for you.

Men's Wear Review has frequently noticed while visiting retail stores in different parts of the country, the comparatively insignificant part played by luggage in the general showing of merchandise, and it would seem as though the majority of bags or trunks displayed are more in the nature of decorations, or left-overs, from some bygone period, than actual profit-making merchandise. It would appear as though most retailers had come to the conclusion that traveling was no longer being done and that handling luggage is no longer a worth-while proposition. At any rate, the half-hearted method of promoting sales of any kind of travel kit usually in evidence in men's wear stores, points to this conclusion.

Unwise to Carry Over Old Stock

June and July are two ideal months in which to check up stock of this line of goods, in the nick of time to interest vacationists, especially so this year when manufacturers advise that prices are practically back to pre-war levels in both bags and trunks. They recommend that traveling bag stock be liquidated as early as possible as new goods can be now had on a new basis of prices which will attract good business. Bags which formerly cost $45 wholesale can now be had for as little as $27, and many makers of fine trunks are quoting 25 per cent. off wholesale lists issued last winter. Furthermore, literally hundreds of improved features have been introduced in the newest models of trunks, bags and suitcases that breathe the last word in convenience and comfort in traveling, and which will appeal to even the most economical man. Trunks are now made designed exclusively for men's use with hat forms, special hangers for suits and trousers and convenient drawers for holding furnishings and small articles. These are usually shown in black fibre with brushed brass finish and are smartly lined with moire leather or other artistic fabric, and are guaranteed indestructible. Furthermore, kit bags, suit cases and club bags are now offered in newer and extremely good looking styles which would add prestige to any traveler's outfit. There has been some change in the colors decreed as correct in luggage and the all-black suitcase is now the choice of the most discriminating men, while the kit bag has become quite as popular as the ubiquitous club bag, now popularized as the "best seller" in luggage.

Men's Store Logical Place For Luggage

When the question arises as to who sells these trunks, bags and other accessories to the legion of travelers each summer, it is usually taken for granted that the department and specialty stores get most of the orders, for the reason that they are in a better position to go after this business aggressively, and are able to make large purchases at close margins, together with their wider scope of publicity to promote future sales. Then again, the average man naturally gravitates to a specialty shop which deals exclusively in luggage, thinking he will find a greater range to select from than anywhere else. But if these two types of stores have succeeded in registering a greater success in travel kit than most men's wear retailers, it might also be argued that they can also sell clothing furnishings with equal success. Just how logical this argument is can be judged easily enough, and the secret of success in selling luggage just as in any line of men's furnishings is the application of keen interest, ability and knowledge in the fundamentals of buying and selling. That altogether too little enthusiasm is shown by the majority of retailers is evident from the remark quoted at the beginning of this article, by a leading haberdasher whose show cases are liberally adorned with specimens of traveling accessories. And furthermore, any retailer who will put as much thought into the building up of a well-selected stock of these goods as he does into the purchase of umbrellas or golf supplies will get just as much patronage from his customers in this connection as he does in any other line.

Cheap Luggage Does Not Pay

In any case, the main point to be remembered is the fact that cheap, shoddy baggage is out of place in the men's wear store. It has been often claimed that a retailer who sells the highest grade of merchandise will offer traveling bags of inferior standard. This, of course, is entirely bad policy, and unless the retailer can devote considerable time to studying the construction and other fine points about bags and trunks so that he may recognize a good article readily, he will fall into the error of selling luggage which is inferior to his regular merchandise. The one should conform to the standards and quality of the other, and the point should be at all times driven home that there is no economy in a cheap piece of luggage.

There is, at the present time, considerable competition in a line of black leather suit cases which resemble patent leather. These are being offered at prices varying widely from about $7.50 for a large size, up to $25 apiece, by leading stores in Canada. Customers are often heard to complain that prices should vary so much on this one style of bag, and they accuse the retailer of taking too much profit. Here is where the importance of thorough knowledge regarding the construction of all grades of luggage comes in, for the customer is, of course, unaware that manufacturers nowadays turn out thousands of different types of bags, each looking, superficially, exactly like many others, but close examination reveals that one is poorly constructed while another is literally "hand tailored" out of the finest materials and by skilled workmen.

Stimulate Sales Early

Therefore, by all means get after prospective travelers this summer, for there will probably be a greater demand for new bags and trunks than in any previous season since the war. Don't wait until the customer asks to be shown something in the way of travel kit, but go after him and show him that he needs a new kit bag or suit case. Put a half packed wardrobe trunk in your window and place the rest of the apparel in natural positions on chairs or on tables close at hand, and play up the vacation atmosphere, stressing the fact that new styles in luggage are now in, and prices are moderate.

A small folder illustrating a new style of bag or trunk, together with a list of general rules for packing clothing properly, could be placed in every parcel wrapped up for customers or mailed direct. General directions about checking, transportation and insurance of luggage might also be included. Emphasize the quality of the luggage at all times but stress moderate prices equally strongly. In your newspaper advertising announce the arrival of the new luggage by some such heading as this: "Playtime is at hand—Let us pack your trunk." Then might follow a brief description of some of the more popular types of luggage with this helpful hint tucked in as a postscript: "When you pack your shirts, remember the first one should be laid on the bottom of the drawer with the bosom up. The next one laid on top of it bosom down, and the collar band opposite to that of the first. Shirts should alternate this way until the capacity of the section is reached. Pack everything as flat as possible to avoid mussing."

Business In East Reported Good

Montreal Travelers Say Maritimes Are Buying Quite Freely—Demand is for Better Grades of Neckwear—Brilliant Stripes—Rubber Belts Should Not Interfere With Leather—Knit Goods Sell Well—Headwear and Hosiery For Fall

MONTREAL wholesale houses handling men's furnishings report exceptionally heavy business in these lines with the maritime provinces, and state that orders received this month are very satisfactory. Travelers who have been over the western territory with little success find the maritimes are eager for goods.

There are one or two peculiar features about the demand for various lines, it was said. For example, retailers cannot be interested in underwear for fall and not even one-tenth of the expected volume of business has so far come in. This attitude is regarded in a serious light by the leading wholesale firms for the reason that the habit of coming in to the market with a rush on certain lines at the eleventh hour is proving a positive evil all around, and from present indications it appears as though a shortage in wanted goods is bound to occur. It has been pointed out often enough that prices are exceedingly advantageous at the present and there is every reason why the mills should not be held up by lack of orders, yet everywhere travelers meet with the same apathetic response when the subject of underwear is brought up.

One wholesale firm stated that they noticed a tendency on the part of buyers to purchase lighter weights in underwear with each successive season, while another contradicted this and commented on the fact that they were now showing samples of underwear in heavier weights than ever offered before. The demand for athletic underwear has overshadowed everything else this season, but it has not replaced the two-piece combination, and therefore, retailers are advised to bear in mind the fact that there are always consumers who do not prefer a union suit in summer. In many lines of underwear there is a shortage already, it was said, and a leading mill is promising July deliveries only, which is altogether too late for fall trade where Montreal wholesalers are concerned.

Higher Grades of Neckwear Preferred

There is no demand whatever for cheap neckwear at present, the lowest price in which the retailer shows any interest is $6.50 a dozen, but the majority of orders are for considerably upwards of this. There is still too much stock in the way of neckwear on retailers' shelves, it is thought, which partly accounts for the dullness in demand and the fact that only novelties are wanted. The only lines in neckties and batwings which command any degree of interest are those which are novelties, featuring bold colorful patterns or unusual weave and design. This is regarded as a sign which points the way to an adoption of more striking effects in neckwear than have prevailed in the past.

The prevailing demand is entirely for brilliant club stripes in cut silks, especially the diagonal effects in medium widths. No small patterns are wanted by anyone, with the exception of polka dotted batwings which look good in all parts of the country.

Keep the Interest in Leather Belts

One firm which has done a good deal of business in the rubber composition belt, and which has given this article a good deal of publicity and promotion, now points out that retailers should not let sales on real leather belts fall off simply because they are higher priced and not easily sold. They emphasize the fact that the rubber composition belt is not as practical an article for hot weather wear as is the leather belt, for the reason that it rubs and is apt to give off an odor of rubber when the body is unpleasantly warm. For these reasons therefore, the leather belt should receive more attention by haberdashers during the summer months. The choice of buckles is wide in both styles of belt but the nickel plated buckle is still the preference of the general trade. One wholesaler is advising the showing of separate buckles in finer qualities to replace worn buckles of last year's belts.

Knitted Goods Selling Freely

One line which seems to have sold with a real degree of success during the past month with the wholesalers is fancy knit goods, such as scarfs, hose, sweaters. In scarfs, brushed wool styles lead again for next fall, with several new effects introduced in plain knitted wool with fiber stripes and in all silk. More than twice the number of scarfs usually sold at wholesale have been disposed of during the month of May, it was said, and it is now taken for granted that the scarf is no longer a luxury in the male wardrobe. In fact, according to one retailer, it is possible to sell a man at least two scarfs each season, even allowing for the number which are annually given as gifts. Fine silk scarfs are imported from England and show many interesting and unusual color combinations, in both plain and mottled tones. The price quoted on plain brushed wool scarfs is only $12 a dozen, while for the fibre striped styles the figure is $21.

Clocked Socks Again For Fall

The demand for plain cashmere socks is quiet but sufficient supplies to meet the call for thread silk hose cannot be got. Only fancy hose are selling in large quantity and embroidered clocks are preferred on both silk and wool. The demand for heather and lovat mixtures in English worsted hose has picked up well lately and even though the price has stiffened the demand seems to indicate a prolonged season of popularity for these colorful hose novelties.

"Scratch" Felt Hats Are Smart

Speaking of headwear possibilities for Fall, a Montreal wholesale representative told Men's Wear Review that he expected "scratch" felts to lead in popularity for the reason that they are the only really appropriate style for wear with the popular soft finished overcoats. Angora felts will also be good, but this authority does not look for as much interest in velours because so many cheaper grades have flooded the market to the detriment of the better kinds. Steel greys with black bands, as well as tans, champagnes with darker bands are predicted as Fall favorites in colors. It is rumored that brims are showing a wider tendency in London and it is certain to be reflected in hat styles in Canada in a season or two. The present season is said to be starting off well insofar as straw hats are concerned, but the demand is entirely for plain styles and few of the novelty effects have taken hold. So much depends upon the weather of the next few weeks that the season cannot be said to be under way even yet. Prices are decidedly lower at any rate, and retailers are said to favor the sailor which can be retailed around $2 to any other.

The London Sunday Express says: That men's clothes are becoming smarter is the opinion of several celebrated tailors. They report a tendency at the present time for men to wear clothes every day which two years ago they would have regarded as their best suits. The city man now appears daily in the most fashionable garments, and the morning coat and top hat, which have been practically dead for years, are rapidly resuming their pride of place.

The day of the grey flannel trousers and sports coat for work in town has gone.

"Men are dressing up to their station of life far more now than they have ever done," said a prominent tailor. "It is the same in city offices. The head of a firm no longer comes up to town in any old suit merely because it is comfortable. He now wears clothes which mark him as the head of the office. The head cashier is doing the same; so are all the other clerks."

Jazz and Extreme Model are Different

Retailer Will do Well to Bear in Mind That These Two Classifications Appeal to Different Types of Men—The Derivation of Jazz—Indications Point to Popularity of Both Classes for the Coming Season

WHENEVER the subject of next Fall's clothing crops up the inevitable question is asked, "Will jazz styles have any degree of popularity?" for despite the sneers and jibes which have been levelled at some of the more daring types of this class of clothing for men, there is a considerable market for it right here in Canada. There is no doubt that the supply of so-called jazz clothing would be greater than it is in Canada were the buying public larger, and, even at the best, the number of manufacturers who are turning out ultra extreme models are very few in comparison to the makers who concentrate upon "safe" conservative styles. But the significant point to be kept in mind by the retailer in connection with his buying for the coming Fall is the fact that there is now a definite difference of meaning between the terms "jazz clothes" and "extreme styles" even though at first sight they may seem to be synonymous. Nearly every manufacturer is including at least one "extreme" model in his Fall collection of samples, recognizing the fact that the bulk of purchasing in clothes is done by young men rather than by their elders, and consequently, it behooves the retailer to bear in mind the same fact, and vary his purchases of Fall models accordingly.

Derivation of Jazz

In order to explain more exactly the subtle distinction which exists between "jazz" and "extreme" models, let us hark back to the original derivation of this type of clothing. Everybody remembers how the aftermath of the war brought with it a craze for erratic music and dancing that positively enthralled the youth of America. It was inevitable that the younger generation should demand apparel which would express, in a sense, the desire for pleasure, or relaxation and restraint from convention. Young men discovered that loose garments were not youthful in appearance, nor were they smart and distinctive as the snugly fitting garment invariably is, and so, almost simultaneously with the advent of the fox-trot came the "jazz suit." This style, as everybody knows, featured a high waistline, extremely snug fitting coat body, wide lapels and usually a link closing while the trouser bottoms were flared. Then there were various modifications in the way of braid binding, odd shaped pockets and inset pleats which, figuratively speaking, resembled nothing so much as the bizarre noises introduced into a jazz band orchestra by means of instruments not hitherto recognized as musical. That this type of clothing was a success cannot be denied, for after the first shock had worn off, the demand among all classes of young men became most marked.

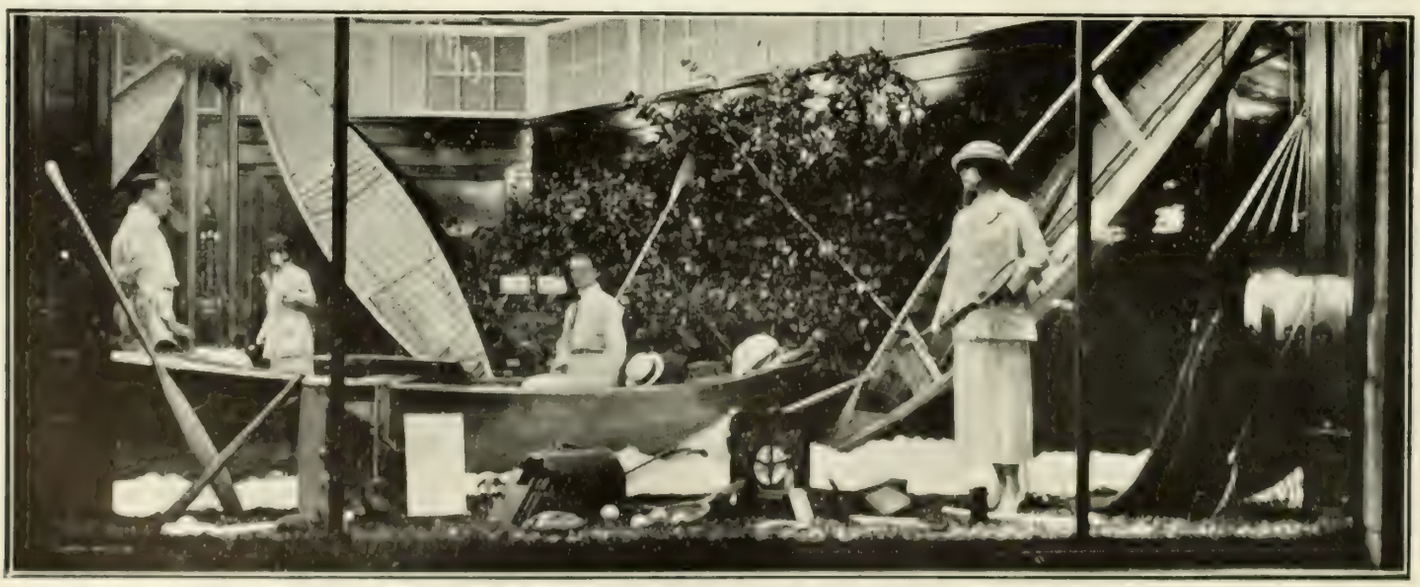
Modified Jazz Known as "Extreme"

But with the gradual toning down of the more blatant features of jazz music and what are known as the "modern" dances, has followed a similar modification in respect to "jazz" clothing. While it continues to be in demand even in its most novel forms, there is now a new development that will exactly meet the taste of young men who want something less pronounced, but nevertheless, youthful and smart in cut. The "extreme" suit, as its designers prefer to term it, is characterized by sufficient conservativeness of design to appeal to all purses and tastes, and while it possesses all the "snap" that is required by the modern young man, it is equally appropriate for business or ordinary everyday wear. In a general way, the extreme suit may be described as a snug fitting style, with longer gorge and lapels, single breasted or link fastening, regulation cuff and trouser effect, and a more normal waistline than in the jazz model. There are no elaborations in the way of trimming to speak of, and in the main, the "extreme" model is scarcely recognizable from the ordinary business suit, except that it does possess a jauntiness that is certain to prove irresistible to young men.

Demand is Strong For New Models

According to one Montreal designer who has registered a distinct success with his "jazz" and "extreme" models, his travellers are reporting even greater demand for both types this month than was the case last year. He predicts that once the dancing season begins next Fall and town activities are again in full swing, the retail trade is going to have its hands full in keeping up with the demand for this new type of clothing. In all cases, tweeds and medium light color fabrics are being favored by designers for Fall, with a good percentage of pencil strip worsteds in conservatively styled models.

The Hunter Haberdashery have commenced business at 2314 Bloor Street west, Toronto. W. R. S. Mooney is the proprietor.



Suggestion for a window display of sporting toggery.

The Art Of Showcard Writing

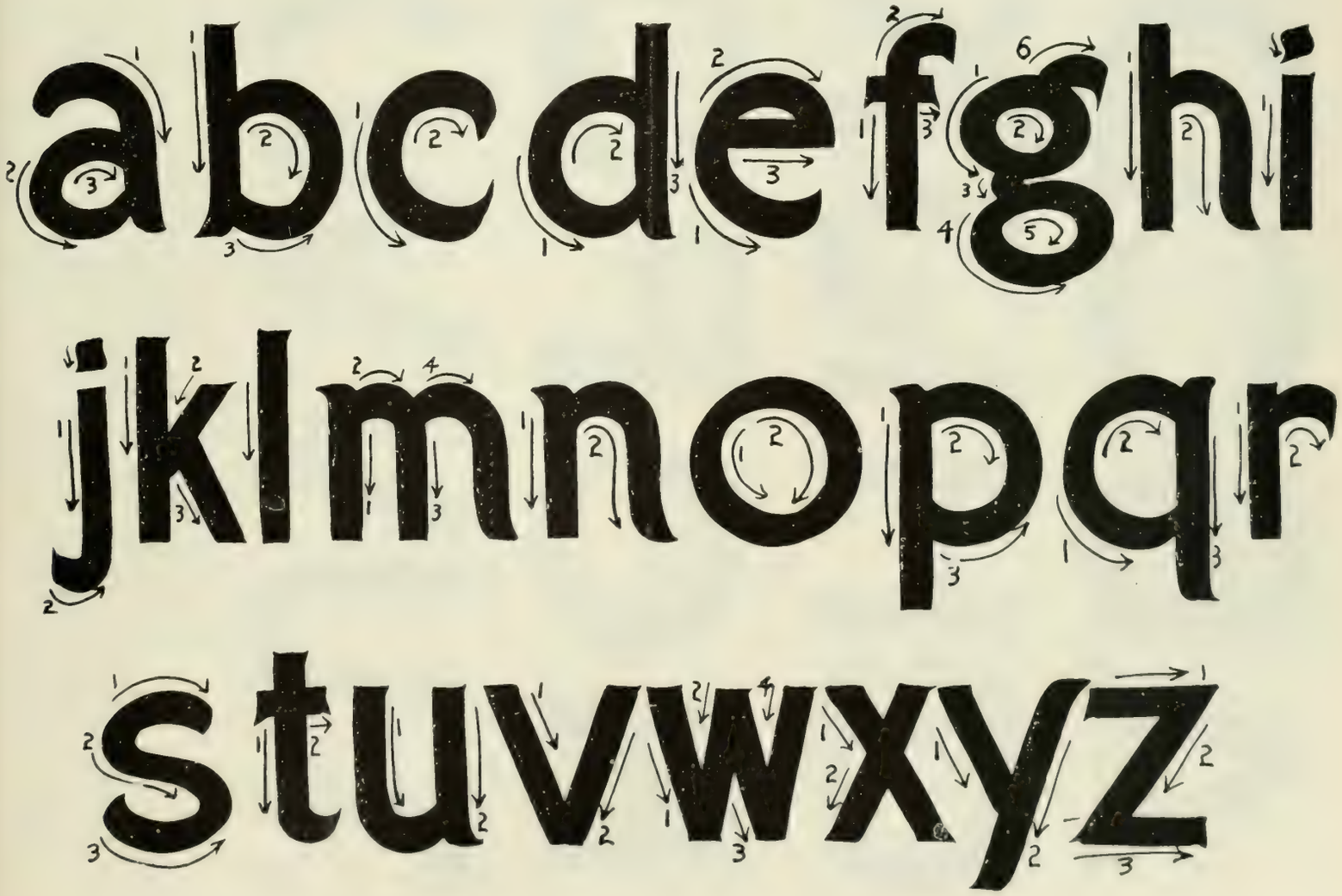
The Adaptability of the Showcard Brush—Formation of Egyptian Block—Lower Case and Capitals—Laying Out—The Showcard —Arrangement of Text and Display Lines

By JALEXO

IT IS now expected of the student that he be fully conversant with his brushes, their maximum and minimum chisel edges and so on. He ought to know by this time what size of brush is best suited to different lines of lettering. For example: he will know that his number of brush will spread comfortably to execute a letter two inches high and a half inch wide. Similarly a smaller brush will accomplish letters relatively smaller. It is this knowledge which saves time and trouble, and the student is advised to become thoroughly acquainted with these facts. It is easy to see that once the student knows the adaptability of his brushes, the results in lettering will be at once marked and gratifying.

Egyptian Block—Lower Case

In the accompanying illustration is shown the lower case series of Egyptian Block lettering. It will be remembered, by the way, that the numerals that go with this alphabet, appeared in the article preceding this in last month's number. As previously explained, Egyptian Block is one of the most widely used alphabets in connection with showcard work. It is pleasing to the eye; it possesses strength and dignity and it is easy to read. The student who has applied himself to the mastery of the fundamental strokes should find the making of these lower case letters comparatively easy. In the letter "a," three separate strokes are used. The first requires more skill in its doing, since it is a two-way stroke. A stroke of this sort should be practised at least one hundred times before an attempt is made to fashion the complete letter. Here, the student will have an excellent opportunity to record his progress by comparing the first practice stroke with the last of the hundred. A distinct improvement is bound to be noticeable. This measure of progress will be indicative of the improvement which will characterize any part of the student's work which is given a like amount of practice. This test will emphasize, as nothing else can, the imperative necessity for, and the unfailing results of, continued effort. With the last stroke of the letter "a" completed, the student should go about practising the second and third strokes in the same manner as the first. The second stroke starts at the point where the "2 arrow" begins, and take a well-curved sweeping stroke to join the first stroke at a point just a little above the base. To correctly finish this stroke, it is necessary to run it well over on top of the first stroke before lifting the brush. The third stroke should begin on top of the second stroke, far enough over so that the joining of the two strokes will not be noticeable. This trick of hiding the "angular curves," so to speak, will come from practice. In finishing this stroke the same rule holds good as applies to the second stroke namely, run it over the top of the first stroke before lifting the brush. The beauty of this letter and of the entire



alphabet for that matter, lies in the uniform thickness of the strokes. In time, the student will become accustomed to the alphabet and will be able to form dozens of interesting variations by way of novelty. The other characters in the plate should be studied with the same care and attention as outlined for the first letter.

There is one letter which perhaps will call for more than ordinary attention. That is the "o," this letter is by no means simple to master, yet it is within anyone's reach who bends every effort to acquire proficiency. The "o" should be done in two sweeping strokes which are so combined as to present an appearance of a continuous circle. First attempts of course will be crude, but the doing of several hundred and keeping at it for say an hour or so, will repay the student for his pains.

The letter "S" too, has brought many a frown to the student's brow. It is in the balancing of the individual strokes in this letter that the most care is required. Ragged curves will mar the first attempts, but, as in the case of the "o" the student should have no difficulty in matching his against the letter plate sample.

Egyptian Block Capitals

The lesson plate, illustrating the Egyption Block capitals, is practically self explanatory. By following the instructions as outlined for the lower case characters, the student will have correct guidance in making the capitals. The arrows and numbers should be closely followed until whatever time the student has memorized the strokes and their order of execution. The brush, of course, must be lifted from the paper after each stroke.

Laying Out The Showcard

See how the "centered" display effect gives the card a balanced appearance. The spaces are evenly proportioned between the individual letters and in the margins. This spacing is something which requires serious consideration. It makes or mars the finished production. In making the card shown here, draw a pencil line through the center and mark in the letters lightly to secure correct spacing. Three important points to remember are:

First — Keep the lines of lettering sufficiently close as to prevent the lowest line from resting somewhere near the bottom margin. Look closely at the illustration and see how the lines are centered.

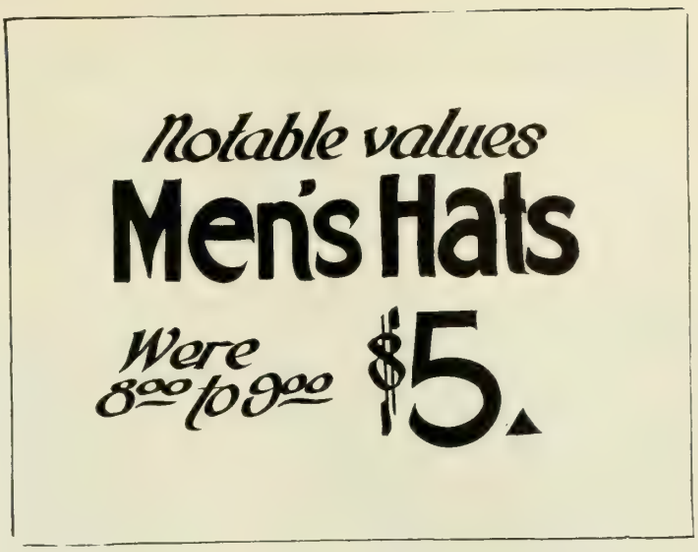
Second — Be sure to use a stroke wide enough for the size of letter in order to obtain the desired strength.

Third — Arrange the letters in such close proximity as to leave no awkward holes between. Letters must not touch one another.

The Showcard Layout

The showcard illustrated herewith is a reduced facsimile of original 11x14 inches. A casual glance will reveal a layout which is balanced and pleasing in effect. The top line "Notable Values" is done in a modified Roman italic which will be discussed in a later article. The chief display line "Men's Hats" is done in the Egyptian block alphabet which is the theme of this article. This card is adapted for use in stores where good taste and simplicity prevail.

When the two perpendicular lines come together in a word, a space equal to the width of a stroke should be allowed between. This showcard affords splendid practice material for the student who is now studying the Egyptian block alphabet.



DO BARNYARD SCENES SELL STRAWS

(Continued from page 35)

Another clever display was noticed in a leading uptown window which drew many amused spectators. Amid an effective decoration of tall grasses and flowers, a good showing of sailor hats was made, raised high at the back and graduated to the front of the window where the attention of onlookers was focused upon two hats. One was a felt amusingly painted to represent a weeping man of grotesque appearance, while the other was a straw sailor, also painted to represent a smiling round-faced man. By the aid of cardboard legs and arms, the two hats were made to appear as though shaking hands in a sort of "Hail and Farewell" the felt departing and the straw arriving. A show card announced these words, which conveyed the suggestion that felt hats are now passee, and straws are in order.

According to this man, there is no better way to play up the straw hat than in a setting which emulates the atmosphere typical of utter comfort, coolness and happy leisure hours. He suggests that the display man might feature from time to time through the months of June and July a verandah scene, using whatever rustic or wicker furniture that space will permit, and placing the hats in a natural manner to appear as though their owners had just left them there temporarily. An extra touch might be the addition of a tray of iced drinks, in three or four glasses, embellished with straws and slices of lemon or cherries to convey the effect of refreshment. Even though the hottest days have not yet arrived, this idea could be advantageously played up at any time in connection with straw hats or other summer apparel.

BARGAIN BASEMENT IN MEN'S STORE

The Oak Hall store of St. John, N. B., announce that they intend to open the first Bargain Basement Department in St. John.

H. H. Scovil and S. C. Young, members of the firm of Oak Hall, have recently returned from Boston and New York, where they have been studying this question in such places as Filene's of Boston, who have made this new method of merchandising such a wonderful success. They also spent much time in Wanamaker's, Gimbel's and other stores of New York.

Anyone who has ever visited these Bargain Basement Departments fully appreciates the wonderful advantages that the people of these towns enjoy in procuring quality merchandise at very low prices, for it is a well recognized fact that merchandise can be sold through the medium of a bargain basement department at a much lower cost than in any other known way; and now these advantages are being brought right to St. John residents by Oak Hall.

While in New York and Montreal, Mr. Scovil and Mr. Young made extensive purchases with which to start this new department. They procured thousands of dollars worth of high quality merchandise at such exceptionally low prices that when the new bargain basement is opened the public will be astonished at the purchases they will be able to make for only a fraction of what they would believe possible.

This Bargain Basement will be conducted along the same lines as the large New York departments. It will have its own buyers, its own method of merchandising. It will positively not be a clearing house for any of the other deparments of the business, but will be stocked with fresh clean merchandise that has been bought in the open market at very much lower prices than usually prevail; brought in and marked very low, because every lot must be a bargain to sell quickly, and by Oak Hall's special merchandising system, the cost of selling in this new Bargain Basemen will be much lower than in ordinary stores, and this saving goes straight to the customer.

This Bargain Basement Department will do a strictly cash business. There will be no credit to anyone. There will be no merchandise go out on approval. No returns will be allowed. All these things tend to bring down the cost of doing business which is directly reflected in the marking of the merchandise.

The Oak Hall management are very enthusiastic over this idea, and have great hopes of its success from the very first day. They have just put in a wide spacious stairway to make access easy, and it is so located as to be conveniently reached from their three entrances, King street, Germain street, and Market street .

Swiss Imported More Than Canada

Allowing for Over $8,000,000 of Canadian Cereals Taken by Switzerland

The Swiss consul, Dr. Carl P. Huebscher, makes an important point in connection with the trade between Canada and Switzerland, that his own country imports nearly twenty-five times the amount of goods from Canada that is credited in the returns of the Department of Trade and Commerce. In the statistics just issued covering the fiscal year ended March 31, 1922, the Canadian imports from Switzerland are given as $8,671,608, while Swiss imports of Canadian goods are only $345,626. The latter figure does not take into account, however, several million dollars' worth of Canadian grain that goes every year to Switzerland via United States ports, and which are credited to that country in its reports and are not contained in Canadian statistics. Dr. Huebscher takes the Swiss returns for the calender year ended December 31, 1921, in which Switzerland is shown as importing $8,740,000 of Canadian goods while Canada actually imported less than this from Switzerland, $8,522,000. This places Switzerland in a more correct and much more favorable light as a customer of this country.

Goodman's Limited have taken over the haberdashery shop formerly conducted by Olivier Legault on Bleury street, Montreal.

Where and When Stores are Closing

A List of Half Holiday Closing in Towns and Cities Throughout Canada Prepared From Information Supplied by Merchants—Demonstrating the Growing Popularity of the Weekly Half Holiday

THE setting aside of one half day in the week for a holiday has now become quite general across Canada. This weekly holiday, however, does not fall on the same day in every municipality and much confusion and time lost has often resulted with the travelling business man. With the object in view of assisting the travelling man, Men's Wear Review for some years past has published a list of the places enjoying a weekly half holiday. Every effort has been made to make the following list as accurate as possible. Merchants whose town is not listed are requested to send in their name and a further list of the places enjoying a weekly half holiday. Every effort has been made to make the following list as accurate as possible.

BRITISH COLUMBIA

CRANBROOK—Stores close Wednesdays at noon all the year round.

FERNIE—Stores close Wednesdays at noon all the year round.

KAMLOOPS—Stores close Wednesdays at 1 o'clock all the year round except in a week where another holiday occurs.

MERRITT—Stores close Wednesdays at noon all the year round.

MISSION CITY—Stores close Thursday the year round.

NELSON—Stores close Wednesday at noon throughout the year.

NEW WESTMINSTER—Stores close Wednesdays at 1 o'clock throughout the year.

REVELSTOKE—Stores close Wednesdays at 1 o'clock throughout the year.

VANCOUVER—Stores close Wednesdays at 1 o'clock throughout the year.

VERNON—Stores close Thursdays at 12.30 o'clock throughout the year except the week wherein another holiday occurs.

ALBERTA

CALGARY—Stores close Wednesdays at 1 o'clock throughout the year.

EDMONTON—Stores close Wednesdays at noon throughout the year.

EMPRESS—Stores close Wednesday afternoons during the months of June and July.

FORESTBURG—Stores close Thursday afternoons, commencing May 15, and ending August 15.

MEDICINE HAT—Stores close Wednesday afternoon the year round.

PEIGLER CREEK—Stores close on Wednesday afternoons from May 4th until October 26th.

WAINWRIGHT—Stores close on Wednesday afternoon during June, July and August.

SASKATCHEWAN

KERROBERT—Stores close Wednesdays at noon during June, July and August.

MOOSE JAW—Stores close Wednesdays at noon the year round.

MAPLE CREEK—Stores close Wednesdays at 1 o'clock during June, July and August.

NORTH BATTLEFORD—Stores close Wednesdays at noon from May to August inclusive.

PRINCE ALBERT—Stores close Wednesdays at 1 o'clock from June 15 to September 15.

UNITY—Stores close Wednesdays at noon from May 15 to August 15.

WEYBURN—Stores close Thursdays at 12.30 o'clock from May to August inclusive.

MELFORT—Stores close on Wednesday afternoons during the summer months.

QU'APPELLE— Stores close Thursday afternoons during May to August inclusive.

MANITOBA

BRANDON—Stores close Thursdays at 12.30 o'clock from May to September inclusive.

HAMIOTA—Stores close Thursday afternoon from April 28 to August 31.

FRANKLIN—Stores close Wednesdays at 1 o'clock from May to August inclusive.

PORTAGE LA PRAIRIE—Stores close Wednesdays at 12 o'clock from May 15 to August 15.

SOURIS—Stores close Thursdays at noon during June, July and August.

ONTARIO

AUBURN—Closes Wednesday afternoon at noon during June to September inclusive, also Wednesday and Friday evenings at 6.30 p.m.

BARRIE—Closes Wednesday afternoon at 12 o'clock during June to September inclusive.

BELLEVILLE—Stores close Wednesday at noon during May, June, July and August.

BOBCAYGEON—The stores close on Wednesday afternoons during June, July and August.

BOWMANVILLE—Stores close Wednesdays at noon every month with the exception of December.

BRACEBRIDGE—Stores close Thursday at noon during June, July and August.

BROCKVILLE—Closes Wednesdays at 12.30 during June to August inclusive.

BURLINGTON—Stores close Wednesdays at 12 o'clock during June, July and August.

CALEDONIA—Stores close Thursdays at noon during June, July, August and September.

CHATHAM—Stores close Thursdays at noon during May to September inclusive.

COBALT—Stores close Wednesdays at 12 o'clock from May to August inclusive.

COBOURG—Closes Wednesday afternoons at 1 p.m. from May to November inclusive.

COLBORNE—Stores close Wednesdays at noon during May to September inclusive.

COLLINGWOOD—Stores close Wednesdays at noon during June, July and August.

DRESDEN—Stores close Wednesdays at noon during June, July and August.

DUNDAS—Closes Wednesdays at 12.30 every month except December.

DUNNVILLE—Closes Wednesdays at 12.30 from April 1 to end of September.

ELMIRA—Closes every Wednesday at 12.30 from May 1 to September 30.

ELORA—Closes Wednesdays at 12 o'clock from May 1 to October 1.

ERIN—Closes Wednesday at noon from June to August inclusive.

EXETER—Closes Wednesdays at 12.30 from June to August inclusive.

FERGUS—Closes Wednesdays at 12 o'clock from May 1 to October 1.

FOREST—Closes Wednesdays at 12 o'clock from May to September inclusive.

FORT FRANCES—The stores close Wednesdays at noon during June, July and August.

FORT WILLIAM—The stores close Wednesday afternoons.

GALT—Stores close Wednesdays at 12.30, all the year round except December.

GANANOQUE—Stores close Wednesdays at 12 o'clock from June 16 to September 3.

GUELPH—Stores close every Wednesday at 12.30 all the year except December.

GODERICH—Stores close Wednesdays at 12.30 o'clock from May to September inclusive.

GLENCOE—Stores close Wednesdays at 12 o'clock from May to August inclusive.

(Continued on page 50)

Oak Halls, Ltd., A New Organization

Walter A. McCutcheon and James Paterson Head New Company That Breaks Away From Sanford Manufacturing Co., Ltd., After Fifty Years Connection—First Stores in Toronto and Hamilton —Stock Sold Only to Employees—The New Officers

FIFTY YEARS ago the late Senator Sanford, one of the commercial leaders of the country at that time, organized the W. E. Sanford Manufacturing Company. From that day till this Sanford clothes have stamped themselves indelibly on the clothing industry of this country. And at the same time, there sprang into being what was called the Oak Hall stores, a chain of retail stores, linked up with the Sanford Company, that reached from Halifax to Vancouver. This chain of stores is really a bit of Canadian history. Confederation was barely under way when the first of these stores made its appearance in the City of Hamilton, to be soon followed by a second one in the City of Toronto. During the last half century of Canadian history, Oak Hall stores have dotted the country in many quarters; their ideals of commercial honor are reflected in the rugged name given this chain of stores. Not only have they grown like the Oak, but their name for two generations has been and is one that is highly respected for the service they have given, for the high standard of commercial morality that has governed their business dealings and enterprises, for their honesty of purpose in all their transactions. They were successful because they were honest, they were aggressive, they cherished the ideal of the "square deal."

The announcement recently made that a new company called Oak Halls, Limited, had been formed is of interest to the retail and wholesale and manufacturing trade of Canada. According to this announcement the Oak Hall chain of stores now has passed into the exclusive control of this new company, capitalized at $1,000,000. Their head office is in Hamilton. Their present branches are to be found in Toronto, Hamilton, Brantford, Galt, London, Owen Sound, Peterboro, St. Thomas, St. Catharines, Welland and Windsor. In Toronto, there are two branches; one corner of Yonge and Adelaide, and the other on Danforth Avenue. The consummation of this deal means separation from the old firm of W. E. Sanford Manufacturing Co. Limited. Not only will it mean buying in the open market for the Oak Hall stores but it will mean a more intensive effort, no doubt, on the part of the Sanford Company. Those facts are of very considerable moment to the retail and wholesale trade in Canada. It is worthy of note that one of the policies of the new company is that no stock will be sold to those not employed in the services of the Company. As a retail force in Canada, the adoption of such a policy will doubtless mean a more aggressive selling organization.

Walter A. McCutcheon is the president of the newly organized firm of Oak Halls, Limited. His whole life has been given to the department of mercantile life in which he now becomes a leading figure. He was born at Listowel, Ontario. Six years of his life in his native town were given to the parent firm, twelve years in Galt, nine in London and the last five with the Sanford firm in Hamilton where he has acted as supervisor and merchandise manager of the Oak Hall stores. He has mastered every detail of the business, and by experience, ability and character is well fitted to occupy the position of president and managing director of the new firm. Like many another successful business man, he began at the very bottom and his industry and ability have brought him the just reward.

WALTER A. McCUTCHEON
President and Managing Director of the newly organized Oak Halls, Limited.

The new vice-president is James Paterson. He started his career in the clothing trade in the city of Brantford and then spent ten years in some of the leading American cities where he gathered valuable experience. During the last fourteen years he has been with the Sanford Company in Hamilton where he has acted as buyer in the European woollen markets for the Company.

Edward McCann who has been chief accountant in the office of the Sanford Company is the secretary-treasurer.

Two directors are Thomas Bryden, manager of the Oak Hall store at Windsor; and F. R. Smith, manager of the Hamilton store.

The deal just consummated is one of the largest in Canada's retail history, the entire stocks of men's and boys' clothing, furnishings and fixtures amounting in all to over $800,000.

JAMES PATERSON
Vice-President of Oak Halls, Limited.

EDWARD McCANN
Secretary-Treasurer of Oak Halls, Ltd.

(Continued from page 48)

HAMILTON—Stores close Wednesdays at 1 o'clock from May to August inclusive.

HAVELOCK—Closes Wednesdays at 12 o'clock from June 1 to August inclusive.

JARVIS—Closes Thursdays at 12 o'clock from June to September inclusive.

KENORA—Stores close Wednesdays at 1 o'clock from May to September inclusive.

KEEWATIN—Stores close every Thursday at 1 o'clock the year round.

KINCARDINE—Closes Thursdays at 1 o'clock from May to September inclusive.

KINGSTON—Closes Wednesdays. Also every night at 5 o'clock.

KITCHENER—Closes Wednesdays at 1 o'clock from May to August inclusive.

LA SALETTE—Closes Thursdays at 1 o'clock but opens from 3.30 to 4.30 for distributing mail from June to September inclusive.

LEAMINGTON—Stores close Fridays at 12 o'clock from April to October inclusive.

LINDSAY—Stores close Wednesdays at 12.30 o'clock during July and August.

LISTOWEL—Stores close Wednesdays at 1 o'clock from May to September inclusive.

LONDON—Closes Wednesdays at 1 o'clock from May to September inclusive.

LUCKNOW—Closes Thursdays at 1 o'clock from June to August inclusive.

PORTLAND—Stores close on Wednesday afternoon from June 1st until September 30th.

GRAVENHURST—Stores close Thursday at noon from May first until August first.

ISLINGTON—Stores close on Wednesday afternoons from May 1st until October 1st.

LION'S HEAD—Stores close on Wednesday afternoons from June first until August 31.

LUCAN—Stores close Wednesday noon from May first until September first.

RAINY RIVER—Stores close on Thursday afternoon beginning June 2 until the last Thursday in August.

SUDBURY—Stores close Thursdays at 12.30 o'clock from May to August inclusive.

SUTTON—Closes Wednesdays at twelve o'clock from May to October inclusive.

ST. MARYS—Closes Wednesdays at 12.30 from June to September inclusive.

STIRLING—Stores close Wednesdays at 12.30 o'clock during June, July and August.

STREETSVILLE—Closes on Wednesday at 12 30 o'clock from May to October inclusive.

SARNIA—Stores close Wednesdays at one o'clock from May to September inclusive.

SHELBURNE—Closes on Thursdays at 12.30 o'clock from May to September inclusive.

TILLSONBURG—Stores close Wednesdays at 12 o'clock from May to September inclusive.

WYOMING—Stores close Wednesdays.

YARMOUTH—Stores close Fridays at 12 30 o'clock throughout the year except December.

HAGERSVILLE—Stores close Thursday afternoons from May to September inclusive.

SIMCOE—Stores close Wednesday afternoons during May to September inclusive.

AMHERSTBURG—Stores close Thursday afternoons during May to September inclusive.

COMBER—Stores close Thursday afternoons during May to September inclusive.

RIPLEY—Stores close Thursday afternoons during May to September inclusive.

DUTTON—Stores close Wednesday afternoons during May to September inclusive.

PALMERSTON—Stores close Wednesday afternoons during May to October inclusive.

ESSEX—Stores close Thursday afternoons during May to September inclusive.

BEAMSVILLE—Stores close Thursday afternoons during May to August inclusive.

POWASSAN—Stores close Wednesday afternoons during May to September.

LEFROY—Stores close Thursday afternoons during May to August inclusive.

OIL SPRINGS—Stores close Wednesday afternoons from May 17 until September 13.

NEW DUNDEE—Stores close Thursday afternoons from June 1 until October 1.

CREEMORE—Stores close Thursday afternoons during May to September inclusive.

OTTERVILLE—Stores close Wednesday afternoons during May to September inclusive.

ENGLEHART—Stores close Wednesday afternoons during May to August inclusive.

MASSEY—Stores close Wednesday afternoons during May to October inclusive.

OTTAWA—Stores close Wednesday afternoons during May, June, July and August.

NEW HAMBURG—Stores close Wednesday afternoons during May to September inclusive.

GRANTON—Stores close Wednesday afternoons from May 15 until September 15.

SMITHS FALLS—The stores close every Wednesday afternoon during June, July and August.

ST. CATHARINES—Closes Wednesdays at 12 o'clock all the year round.

NOVA SCOTIA

DARTMOUTH—Stores close Wednesdays at 1 o'clock the year round except December.

GLACE BAY—Stores close Wednesdays at 12 o'clock all the year round.

HALIFAX—Stores close Wednesdays at noon from May to September inclusive.

KENTVILLE—Stores close Wednesdays at 12.30 o'clock from May to August inclusive.

KENSINGTON—Stores close Wednesdays at 1 o'clock from June to September inclusive.

NEW GLASGOW—Stores close Wednesdays at noon from May to October inclusive.

NEW WATERFORD—Stores close Wednesdays at 1 o'clock from June to September inclusive.

NORTH SYDNEY—Stores close Wednesdays at 1 o'clock from May to September inclusive.

PRINCE EDWARD ISLAND

CHARLOTTETOWN—Stores close Wednesdays from June 15 to September 15.

SUMMERSIDE—Stores close Wednesdays at noon during July, August and September.

WINDSOR—Stores close Thursdays at 12.30 o'clock from June to September.

PICTOU— Stores close Wednesdays at 12 o'clock from May to September inclusive.

SYDNEY MINES—Stores close Wednesdays at 1 o'clock all the year round except from December 15 to January 1.

ST. STEPHEN—Stores close Thursdays at 12 o'clock from June to September inclusive.

SYDNEY—Stores close Wednesdays at 1 o'clock from May to October inclusive.

TRURO—Stores close Wednesdays at noon during June, July and August. At noon from May to September inclusive.

YARMOUTH—Stores close Friday afternoon the year round except the month of December.

NEW GLASGOW—Stores close Wednesday during May to October inclusive.

MABOU—Stores close Thursday afternoons during the months of May to October inclusive.

Harold V. Pratt, manufacturers agent, Vancouver, B. C., is in Eastern Canada at the present time on a business trip. He was in Toronto and Montreal last week and will visit New York before returning west. While in Toronto he met Sir Harold Mackintosh, head of the John Mackintosh and Sons, Ltd., Halifax, Eng'and, for whom he is agent, and discussed future plans. The Mackintosh company are selecting agents in other sections of Canada.

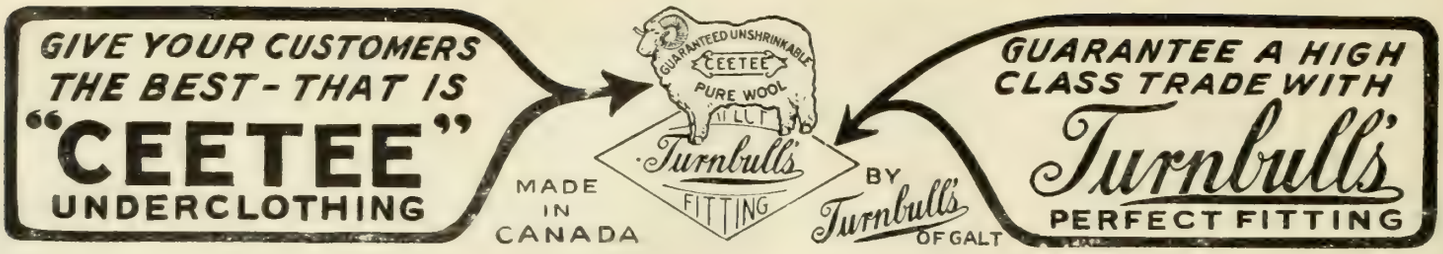
W. E. Sanford Manufacturing Company Limited, Hamilton, wish to announce that they have disposed of their interest in the "Oak Hall Chain Stores" which hereafter will be carried on by an entirely new company.

This change will enable the **W. E. Sanford Manufacturing Company Limited,** to devote all its energies to the manufacture of Men's, Boys', and Children's clothing and place them in a position to give unexcelled values and service to their many customers all over our broad Dominion.

W. E. Sanford Manufacturing Co. Limited

MEN'S AND BOYS' CLOTHING

Hamilton, Canada



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HANDY WAY TO SUBSCRIBE FOR *MEN'S WEAR REVIEW*

MacLean Publishing Co., Ltd.,
153 University Ave., Toronto, Canada.

I want MEN'S WEAR REVIEW regularly. Here's my $2.00. Please enter my name for a year's subscription.

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STREET AND NUMBER .....

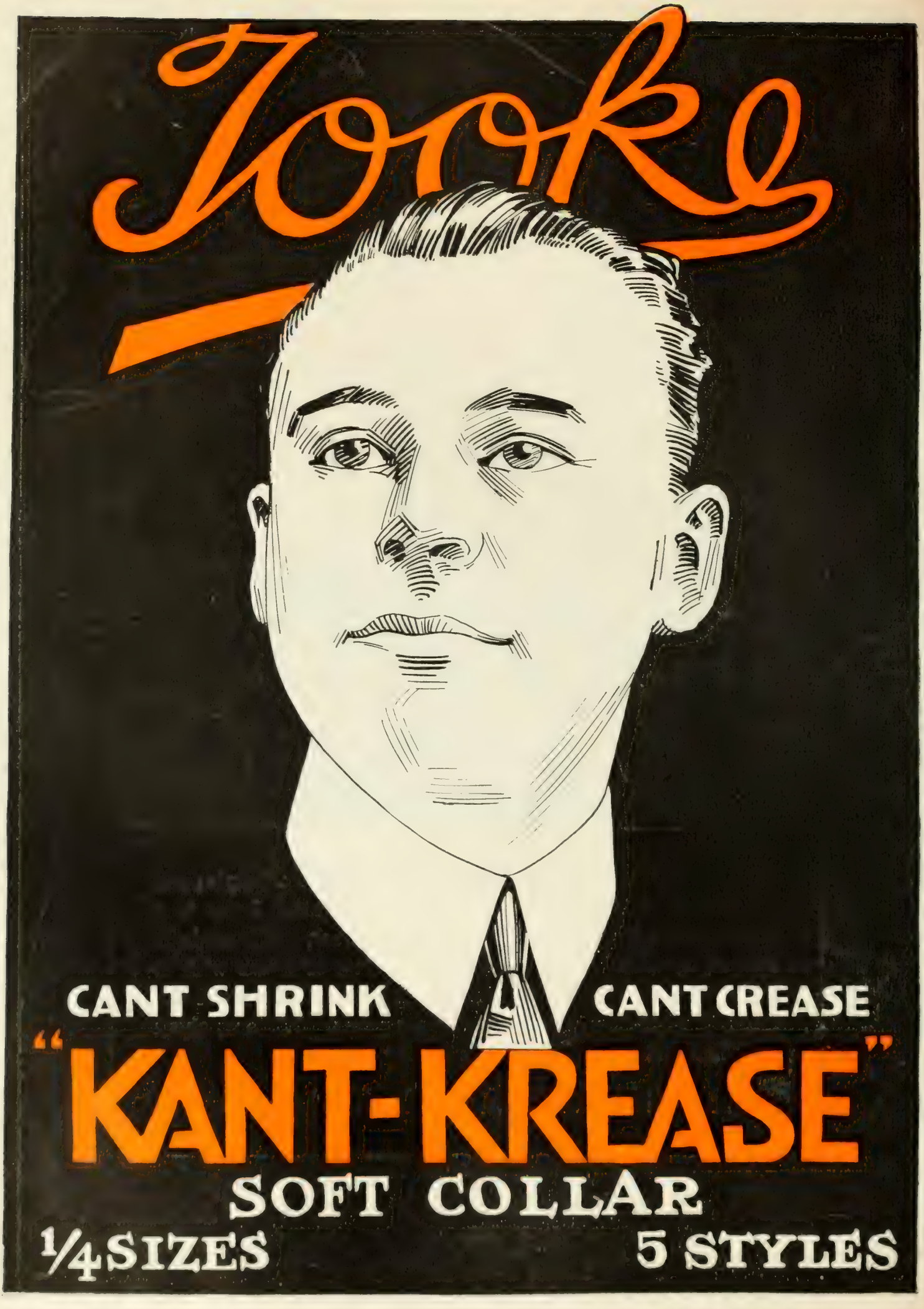
TOWN ..... PROVINCE .....

Lang

LANG OUTING SHIRTS are made in the correct styles and proper materials. The model illustrated here is a popular shirt for golf and general outing wear. It is made in coat style, with two-button cuff, the points of collar with or without buttons. The materials are Soisette, Pongees and Oxfords, in white, tan or grey, at various prices. Write us about your immediate requirements in Outing Shirts.

THE LANG SHIRT CO., Limited, Kitchener, Canada

OUTING SHIRTS


Tooke
CANT SHRINK
CANT CREASE
"KANT-KREASE"
SOFT COLLAR
1/4 SIZES
5 STYLES

MEN'S WEAR REVIEW

Vol. XII. No. 7 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA JULY, 1922

Lasting Qualities Bring Appreciation

Time is the true "test" of Quality. This is true with the men who wear or sell Leishman Clothing.

This steadily accumulating reputation for good Quality has placed Leishman Clothing in the outstanding position it occupies today.

Our Special Order Department is now preparing Setts for the Fall Trade and we are open to appoint agents where not already represented.

Wm. H. Leishman & Company, Limited

192 Spadina Avenue - Toronto, Ontario

MAKERS OF THE BEST TAILORED GARMENTS FOR MEN

A Forty-fourth General Invitation

THE House of Racine established in 1878—extends an old and a new invitation to every retail merchant coming to Montreal market to inspect the General Office and Warehouses of the Company and have a friendly chat with the administration; whose policy in selecting the heads of the different executive and merchandise departments has been insistence on the qualifications of thorough information, sincerity, courtesy and carefulness.

The Stock:-
Finds the House of Racine "The Staple Dry Goods House of Canada," carrying in their Fourteen Departments one of the largest stocks of General Dry Goods, Piece Goods of Cotton, Wool, Linen and Silk, Home Furnishings, Floor Coverings, Bed Coverings and Draperies, Gent's Furnishings (four departments), Hosiery, Ready-to-Wear and Smallwares.

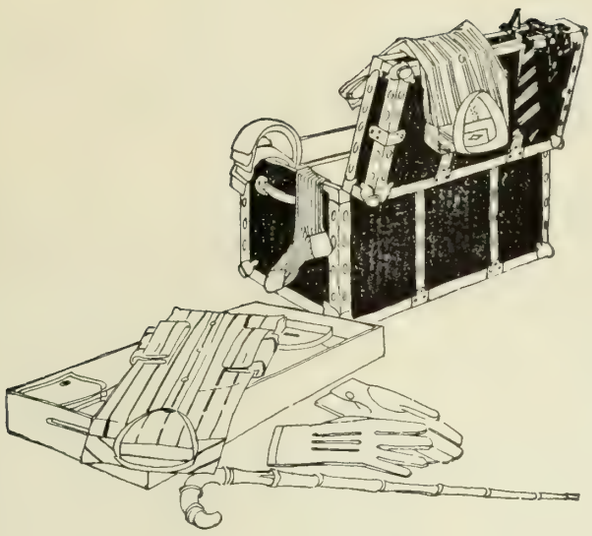
The Location:-
Within the shadow of the largest Seaport Elevator in the World.

The Business:-
Grows apace with the general growth of Canada and is today one of the Four Leading Wholesale Dry Goods Houses of Canada.

The Aim:-
of the House of Racine is to have a satisfied and prosperous clientele, in seeking constant improvements in merchandising and marketing worthy goods at satisfactory prices.

Alphonse Racine Limited

MONTREAL



RACINE VALUES

FOR YEARS our 4 Specialty-Men's Furnishing Departments have been leaders in giving big values in Men's Wear.

The merchant who chooses merchandise in a careful painstaking manner comes to find true value in Racine's goods—and his purchasing ability is being rewarded through the praise and satisfaction of his customers.

Our

4 — Men's Wear Departments — 4

are here to serve you

We are showing a large range of

"RACINE" Working Shirts
"PENNANT" Fine Shirts
"STRAND" (de Luxe) Shirts
"RACINE" Overalls
"SAMSON" Pants
"RECORD" Sox

Merchandise of our own manufacture—together with a full line of general and fancy Furnishings for Men and Boys.
"Visit our salesrooms or send for samples."

Alphonse Racine Ltd.

"Men's Furnishing Specialists"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

18 Permanent Sales Offices:

HAILEYBURY Matabanick Hotel	SYDNEY, N.S. 269 Charlotte Street	OTTAWA 131 Sparks Street	QUEBEC Merger Bldg.	TORONTO 123 Bay Street	SHERBROOKE 50 Wellington St
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CALGARY Oddfellows' Hall	HAMILTON 418 Lister Chmbrs.	LONDON 145 Carling St.	SUDBURY Balmoral Hotel	HALIFAX 119 Roy Building	CHICOUTIMI Hotel Chicoutimi

MONTREAL

Montreal As a Clothing Centre

Has 67 Factories in Which $11,871,308 is Invested—There Are 5,447 Workers Whose Output is Over $20,000,000—Over 200 Customs Tailors Employing 1,000 Workers—Ideal Working Conditions Prevail—Meets Needs of All Classes of Trade

By M. G. de Soyres

OWING to a variety of reasons Montreal's claim to be second to none as a manufacturing and distributing centre in the clothing industry is granted unhestiatingly. Nearly 60 per cent. of the entire output of the clothing manufactured in the Dominion is the product of Montreal factories which supply the wants of all classes of society as well as the varied requirments of the retail trade, as regards boys' and men's apparel, from the Atlantic to the Pacific coasts.

$20,000,000 Output from 67 Factories

Some idea of the importance of the industry as centralized in the city of Montreal can be gained at the outset by the study of certain figures issued by the Quebec Bureau of Statistics this month. Taking the subject of men's factory made clothing first, it is stated that there are no fewer than 67 organizations in the city which employ 5,447 workers. Taken together these 67 factories represent a total combined investment of capital equalling $11,871,308 and the total value of the products manufactured is given as $20,000,000. The latest available figures show that the sum of $9,313,055 is paid out annually in wages and salaries to workers engaged in the men's clothing industry of Montreal while materials estimated at over $8,000,000 are utilized each year.

Together with this imposing array of figures is issued an equally important list referring to the custom tailor trade which includes over 200 establishments, employing over 1,000 workers.

Pioneer Workers French-Canadians

Glancing back for the moment to the early days of the industry, a brief survey o. the reasons for this remarkable growth in the short span of 60 years should be accorded passing mention. The geographical location of the city and its ever increasing importance as a seaport naturally led to the commencement of the trade as a means of meeting the demand from seamen and those travellers whose business brought them to the busy St. Lawrence port. Due to the characteristic ingenuity and skill of the pioneer workers, mainly French-Canadian women, the manufacture of ready to wear garments rapidly passed from the crude and shapeless stage which characterized its inception, to its present perfection of finish, fit and design. To-day there are many races engaged in the needle trades of Montreal including the garment industry, yet due credit must be given to the descendants of those eariy workers, whose traditions are part and parcel of the clothing industry in Montreal.

And so the present efficency of the Montreal market is a matter of justifiable pride, both as regards the quality of the products of the clothing factories and also because of the status of individual plants, each one of which is operated in principles embodying most efficient, modern and scientific methods, ensuring the best welfare of the workers as well as the maintainence of high quality standards in the finished products.

Ideal Working Conditions Prevail

In practically every factory ideal conditions prevail and invitations are cordially issued to every visiting buyer to go through the plants in order to see for himself under what surroundings Montreal clothing is manufactured. Regulations governing sanitary and other hygienic conditions are strictly enforced by the clothing manufacturers who also appreciate the necessity for recreation. The "noon hour dance" has been for some time an established custom in most factories and it is not quickly forgotten to witness a huge workroom suddenly transformed into a dancing floor on which hundreds of young people are enjoying themselves to the strains of a large Victrola. In all these large plants sunlight alone is used for illumination, but when artificial light is necessary, it is supplied by specially powerful lamps tinted to avoid eye strain. Ventilation and other sanitation is provided for as well, while the majority of manufacturers go as far as to provide special types of seats for workers which will enable them to work with less fatigue. The purchaser may be assured that every stage in the production of established brands of Montreal clothing is cleanly, sanitary and humane.

Every possible innovation in the way of machinery, which has been introduced in any country with success is to be found in Montreal, including the newest vacuum pressing machine which costs more than $10,000 to instal, but which lessens the period incidental to the delivery of a suit of clothes by days owing to the rapid manner in which evaporation and pressing occurs.

In the matter of the production of work also, conditions are mutually satisfactory to employers and workers. The now generally accepted plan of "collective bargaining" which was first introduced in Canada by the Montreal clothing manufacturers, with a consequent lessening of labor troubles, is in force. This carries with it "impartial machinery" for the adjudication of all differences, equal distribution of work in slack periods, the setting of wage scales twice a year, and standards of production indicating the amount of work required for the wage scale and based up on the average condition of a skilled worker ascertained by time studies of the different operations.

In addition to this, Montreal factories are operated on what is known as the week work system by which is meant a 44 hr. week; hours distributed as mutually agreed upon, usually 4 days of 9 and 1 of 8 hours, with no work on Saturday and Sunday and all overtime work discouraged. Women form nearly 50 per cent. of the entire number of workers and draw the same pay as men when doing men's work. The principle of measured production is uniformly followed and since its introduction has resulted in increased efficiency from the workers.

Caters to All Types with Success

Among the several outstanding features of the Montreal market is the fact that it meets successfully the needs of all classes of people; not only of those who habitually demand the best to be had, but also produces the intermediate and less expensive grades necessary to supply the insistent demand for popular priced goods that will stand the most stringent comparisons with clothing

(Continued on next page)

Interesting Facts About Montreal

Her Revenue is Now Nearly $21,000,000 a Year, Having Increased Over $8,000,000 Since 1915—As a Great Seaport Centre—2648 Manufacturing Institutions With Capital of $409,908,183, Employing 11,089 Persons, Paying Them $329,622,471 in Salaries and Wages

MONTREAL, the oldest city on the North American continent, which Jacques Cartier discovered in 1535. In 1611 a trading post was formed at this point by Champlain, who named it Place Royal. In 1642 it was consecrated a city and named Ville Marie, and in 1760 was taken by the English from the French. It is situated on an island 30 miles in length with a varying width to 10 miles, having a population of 800,000 which makes it the largest city in Canada and the fifth largest on the continent. Over 1,200 miles of navigable inland waters connect Fort William, via the Great Lakes, with ocean navigation at Montreal, which is the summer terminus for twenty-five steamship lines.

Taxes payable in Montreal come under five headings:

(a) Water—6 per cent. on the assessed rental value.

(b) Business—8½ per cent. on rental value less service.

(c) Real Estate—1.35 per cent. on the assessed value.

(d) School tax—.70 per $100 valuation for Catholics, and $1.00 per $100 valuation for Protestants and Neutrals (e. g. Corporations).

(e) Special tax—.44 per $1,000 on assessed value of real estate.

The business tax is based on the actual rental value less about 33½ per cent. which is allowed for service heating, cleaning, etc., e. g. rent is $1,200 the tax would be 8½ per cent. on $800 if lease includes service.

Comparative Statement General Revenue of Montreal

1895	$ 2,757,660.93
1905	4,149,562.04
1915	12,304,971.15
1920	20,955 940.99

The harbor provides 100 berths for ships from 350 to 750 feet in length with a depth of water up to 35 feet. Two large modern fire-proof elevators with conveyor system to 18 steamship berths at which 9 vessels can be loaded with grain at one time. They have storage capacity of 6,600,000 bushels. In addition to these grain elevators owned by the harbor commissioners there is a privately owned elevator of 2,600,000 capacity. There are 24 permanent transit sheds, 58 miles of harbor railway tracks, and a total wharfage of nearly 10 miles. The most recent addition to the harbor plant is a modern cold storage of 1,565,000 cubic feet. It consists of 8 stories and has space for offices on each floor. It is situated adjoining a dock where any ocean liner may berth. 10 refrigerator cars may be switched into the house adjoining the trucking platform. 10 cars may be loaded or unloaded from a track just outside the warehouse. Motor trucks or teams to the number of 30, all under cover with the walls of the building, may unload directly alongside the trucking platform.

Passenger Traffic

The following statistics will prove interesting. This table shows the passenger traffic through the ports of Montreal and Quebec for 1912:—

Westbound	1st class	4,426
	2nd class	40,174
	3rd class	72,381
Eastbound	1st class	3,514
	2nd class	25,256
	3rd class	38,536

The port of Montreal being nearer Europe than any other large Atlantic seaport, as is demonstrated by the following distances to Liverpool, offers superior advantages not only to her immediate hinterland, but also to the American States, bordering on the Great Lakes:

Montreal	2,773 miles
Boston	2,810 miles
New York	3,010 miles
Philadelphia	3,160 miles
Baltimore	3,324 miles
Panama Canal	4,530 miles
New Orleans	4,553 miles
Galveston	4,730 miles

The following figures for 1921 show the quantity shipped by Montreal in her seven months season of navigation as compared with twelve months season at the other ports:

Montreal	138 453,980 bush.
Galveston	94,173,049 bush.
New York	84,698,581 bush.
New Orleans	73.689,399 bush.
Baltimore	55 314 808 bush.
Philadelphia	46.769,286 bush.
Portland, Me.	13.859.040 bush.
St. John, N. B.	10 638,339 bush.
Boston	5,078.617 bush.
Newport News	485,110 bush.

Manufacturers

In 1919 there were 2,648 manufacturing establishments in Montreal, with a capital of $409,908,183, employing 111,089 persons, paying salaries and wages of $116,481,019. The cost of the materials used being $329,622,471 and the value of products manufactured being $581,543,595. The range of their products is as wide as that of commerce itself for the, city is the centre of the boot and shoe manufacture in the Dominion. It is the centre of the Dominion's textile industries. It is the centre of its sugar refining activities. It has the greatest manufactories of electrical appliances in the country. It has some of the most important iron and steel works in the world, and produces products varying from the largest freight locomotives to fractional horse power electric motors. It possesses the greatest stock-yards, abbatoirs and packing houses east of Chicago. Its renown as a centre of tobacco and cigar manufacturing is world-wide. Its brick-manufacturing and lumber-manufacturing plants are alike, huge in size and prolific in output. It is the headquarters of cement manufacture in Canada, as it is of paint manufacture.

MONTREAL AS A CLOTHING CENTRE

(Continued from previous page)

made in any other country, value for value and price for price.

The world's best markets are regularly drawn on to supply the factories with the finest imported fabrics each season, and in addition to this, vast quantities of Canadian made woollens are yearly required for the same purpose. Little yardage is now purchased in the United States, owing to the marked improvement in quality and design affected by Canadian mills. Montreal being nearer the source of supply from British mills, deliveries are obtainable in the shortest possible time while transportation costs are kept down to a minimum.

Montreal clothing designers are famed internationally for the styling of their models, several of them having achieved a distinct reputation for original designs which are considered as sensations even in the crowded American market.

One of the leading firms of Montreal has embodied the ideals of the industry in a comprehensive summary which might be termed the ethics of the clothing business. It runs thus: "The clothing we manufacture is popular in price, smart in style and satisfaction giving in every respect. We have purposely steered clear of the extremes in our trade. Our constant aim has been to elevate the manufacture of clothing to a position equal to that of any of the other great industries of our country."

How well the combined efforts of Montreal manufacturers have succeeded in achieving this ideal is common knowledge, and the fact that the trade-marks of Montreal firms are known from ocean to ocean is proof that the industry is established as a national one, and the success with which the clothing industry has met the problems incidental to the last few seasons is further evidence that the Montreal market is assured of even greater success in future.

Output Exceeds $8,000,000 A Year

Montreal Boasts This in Shirts Alone of Which There Are Over 500,000 Dozen Sold Annually—One Million Dozen Collars—Early Shirt Manufacturing and a Fifty Cent Shirt—Handkerchief Output An Important Item

ALL Canada looks to Montreal for its shirt and collar supply for which lines of masculine apparel, this city has become widely known, the annual output of the several plants centred in and around Montreal being estimated roughly at 500,000 dozen shirts per annum and in addition to well over a million dozen collars. Moreover, 95% of the collars worn by the men of this country are the product of Montreal factories, of which there are three, two selling direct to the trade and a third selling the wholesale trade. At a very conservative estimate the wholesale value of the shirt output alone is said to be around $8,000,000 per annum and this industry is practically confined to seven plants, including the Cluett, Peabody & Co., Tooke Brothers, the Van Allen Company, John W. Peck, the Standard Shirt Company, Montreal Shirt & Overall Co., Alphonse Racine, etc.

If the official statistical year book for the Province of Quebec, the following figures are given referring to the men's furnishing industries of Montreal, which are the latest available with reference to the subject. Some 18 factories are mentioned as giving employment to over 1,500 workers, and representing invested capital to the amount of $4,839,-632. In the matter of hats, caps and furs, the number of manufacturers is given as 59, employing over 2,000 workers and producing goods valued approximately at over $11,000.000 per annum.

Thus with an acknowledged reputation as the leading Canadian producing and distributing centre as regards men's shirts and collars, etc., it is worth while tracing back some of the causes which have contributed to build up this enormous and ever increasing volume of business.

Abundance of Skilled Labor

The first consideration which without doubt laid the corner stone of the industry in and about the city of Montreal was the abundance of excellent skilled labor available among the French Canadian population, the majority of whom depended upon sewing in some form or other as the main means of livelihood. Some 50 years ago or more, shortly after the date of Confederation, practically all the shirts and collars worn were made in England or in the United States, and when the industry first took shape, all work was done by contract and given out to women in their homes in and around Montreal. No machinery was in use then, and shirts of those days were far from being the smartly designed affairs they now are, nevertheless, the materials were as good if not better than can be procured now and as all the work was done by hand or on the primitive sewing machines, the shirts were decidedly good.

Fifty Cent Shirts

In the early eighties, practically all the shirts were the ordinary white open back, stiff bosom style, made with different kinds of reinforcements, and were often sold by weight. Price was a strong consideration, and the average price of a dozen shirts wholesale was about $4.50 to be retailed at 50 cents apiece. This fifty cent shirt was fully as good insofar as quality is concerned as the two dollar shirt of to-day.

Shirts were then sold unlaundered as the process of washing was generally so detrimental to the fabric of the shirt that purchasers preferred to buy the unlaundered variety and do them up personally. The Montreal firms producing shirts at that time were A. H. Sims & Company, Tooke Brothers and Skelton Brothers, two of whom have since gone out of business leaving Tooke Brothers as the oldest Montreal firm. This firm was the first to instal the modern extractor with which the laundering process incidental to shirts was enormously simplified and shortened, and some 25 years ago the Montreal public flocked in crowds to watch this machine operate and marvelled at the wonderful advance in industrial machinery.

Many developments in style were gradually effected until the now universal coat shirt became the accepted fashion, with all the refinements of cuffs attached, soft collars, etc. It is said that the first starched colored collar to match the shirt was made in Canada by the Montreal firm of Tooke Brothers.

Produces All Grade sof Shirts

To-day all kinds and varieties of shirts and collars are produced in Montreal ranging from the heavier work shirts to the finest dress and silk shirts, while all varieties of starched, soft and semi-rigid collars are turned out to satisfy the demand for high grade goods

Some 60% of the materials employed in manufacturing shirts and collars are the products of the largest Canadian cotton mills, also located in Montreal, whose output is now recognized as equalling the best turned out by American factories. The remaining 40% is divided between British materials and those from United States factories, chiefly woven goods in unusual novelty designs, designed for the high priced ranges.

Montreal is also an important centre for such lines as athletic underwear, pyjamas and handkerchiefs, all of which lines are steadily increasing in demand owing to the care with which they are produced and the high standard of quality which is a watch word with Montreal makers. The largest handkerchief plant in Canada is located in Montreal, which turns out all kinds of cotton, linen and fancy handkerchiefs, both plain and embroidered. At times, the production of this plant reached the phenomenal amount of 1,100 dozen a day.

Montreal manufacturers of shirts and kindred lines declare that their products are not exceeded in quality, workmanship and finish by those of any other country, and taking the Montreal market as a whole, the retail buyer can purchase men's wear, quality for quality and price for price, better than in the United States.

Lower Prices Are Unlikely

Explanation of Manufacturer to His Travelers—Some Useful Points for Salesmen

A Montreal shirt and collar manufacturer has provided his travelers with some worth while data bearing on the present situation in this industry, designed to supply them with selling talks and definite arguments and facts bearing on the prices of both raw materials and the finished products, which should result in a better feeling of confidence in the minds of retail buyers.

According to this circular, the natural supposition of the retailer inclines to the belief that shirt and collar prices are going lower, but this is by no means possible, as a brief survey of current market conditions will demonstrate. Take the three fundamental commodities, for example. Wool has gone up 50 per cent.; cotton has gone up 100 and silk, 50 per cent.

Together with these advances, labor costs have only slightly decreased and thus the hope of lower prices on spring shirts is altogether unlikely. To begin with, shirt manufacturers could not purchase new materials for spring, 1923 at anything like those paid for this season's shirts, since the latest advance in raw cotton indicates that the new high level will remain. English prices also have advanced 10 per cent. lately on woven materials and present prices quoted by Canadian mills have been withdrawn.

(Continued on page 42)

--and now for the Canadian Merchant and his trade

BETTER FABRIC VALUES IN CLOTHES
FOR YOUNG MEN AND MEN

OUR association with Levy Bros. & Adler-Rochester, Inc., makes possible the offering of BETTER FABRIC VALUES—*Finely Tailored* in clothes that bespeak of the utmost in style, materials and hand-tailoring.

Specializing - that's what we and they are doing - and, as we work in line with their ideas, our Canadian Trade is assured of absolute authenticity—less all non-productive cost.

In this "off season" we want you to give this offering of ours the thought it entitles and to remember in the buying days - soon to come - that celebrated ADLER-ROCHESTER CLOTHES are now made in Canada.

H. W. & M. FREEDMAN,
LIMITED
SOMMER BUILDING - MONTREAL

Your name on our mailing list will bring you, from time to time, news of "What's What" in the Clothing World. Send it in!

Peck's

CLOTHING

Men's

Young Men's

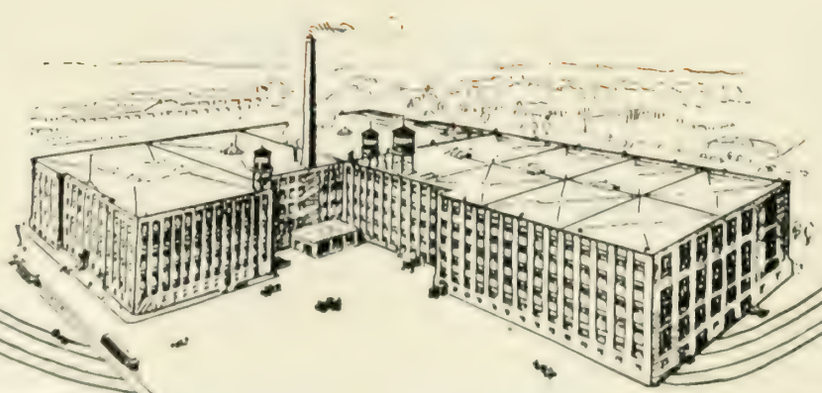
Boys'

Any time you are in Montreal we invite you to visit our plant, which we know will interest you, as it is one of the largest of its kind. For nearly forty years this institution has been serving the clothing trade of Canada.

We Maintain an Efficient Special Order Department

JOHN W. PECK & CO. LIMITED

Montreal Winnipeg Vancouver



For Immediate Call

Giving Service—

We carry in stock for Immediate Delivery a large assortment of Men's, Young Men's and Boys' Clothing—Special Values to offer in 2 Bloomer Suits at attractive prices.

Elk Brand Clothing

has gained its reputation by giving satisfaction in quality of fabric and smartness of design.

J. Elkin & Co., Limited

MAKERS OF ELK BRAND CLOTHES

Vitre Street - - Montreal

Gabardine Coats
AND
Winter O'coats

for Men, Women and Boys

Fall and Winter Models

Now Being Shown

THE best English materials go into the making of these high grade rainproof coats.

Buyers can be assured when they place orders with us they are getting the maximum value from their investment.

Our all English Woollen Fall and Winter weight Topcoats are now being shown in the latest English and American Models, with check plaid backs and half silk and Polo linings.

Let our traveller show you the new line—or write for samples and quotations.

"Look for this Label"

Schwartzman Bros.

Exclusive Makers of "The Reigncoat"

Dubrule Bldg., Phillips Place

MONTREAL

Agents and Samplerooms

TORONTO—R. J. Sibbery.

ST. JOHN, N.B.—E. A. March.

WINNIPEG—J. C. Wreyford.

VANCOUVER—W. G. Geary.

FRASER'S

MEN'S WEAR DIRECTORY

18th Edition
(Pocket Size)
Out in August

Put it in your pocket when you go to market.

It lists every manufacturer, wholesaler, by product. Saves time. Makes money —for you.

An approval copy of the current issue upon request, if not on our mailing list.

FRASER PUBLISHING COMPANY

128 Bleury Street
MONTREAL
122 Wellington St. W.
TORONTO

FOR THE FALL—Women's Wear, pocket-size, out in July.
Men's Wear, pocket-size, out in August.

FOR THE SPRING—Textile Products, large size, out in January.

Subscription, $2.00 a year for the three books.

Complete circular on request.

Bankruptcy Act

TENDERS FOR SALE OF BUSINESS

Of L. A. Gareau Doing Business as

English & Scotch Woollen Company, in Bankruptcy

Sealed tenders addressed to the undersigned, and endorsed "Tender for Assets English & Scotch Woollen Co" will be received at the office of the undersigned Trustee until 12 o'clock noon, Daylight saving time, on Friday, July 21, 1922, for the following assets of the above named bankrupt:—

(a) Merchandise in Bond (valued at laid-down invoice cost, duty unpaid):—
Woollens, 88,138 yards $253,399.63
Linings, 123,329 yards 49,794.62

(b) Merchandise in Stock-room (valued at laid-down invoice cost, duty paid):—
Woollens, 18,188 yards 85,663.75

(c) Merchandise in Stores, suitings, lengths, valued at laid-down invoice cost 102,586.49

(d) Made-to-Measure Garments awaiting delivery, balance due 53,958.35

(e) Made-Up Garments at various stores 82,357.55

(f) Plant and Equipment at book value 41,157.80

(g) Furniture and Fixtures at various stores, book value 41,075.17

(h) Estimated Equity in Property, cost price less mortgage, 282 St. Joseph Street, Quebec 30,000.00

(i) Leases, Trade Name, Goodwill, estimated value .. 150,000.00

The above mentioned assets, together with all the good-will, claims of the Trustee of every nature, exclusive of Cash on Hand, July 15, 1922, are offered for sale en bloc by tender. The business to be sold as a going concern. Inventories as shown above, were taken as at May 31; final inventory will be taken at July 15, upon which offers can be based, and after which date the business will be run for the loss or gain of the purchaser.

The quantities or the values shown in this advertisement or in the inventory of July 15 are not guaranteed, but arrangements can be made by which prospective tenderers may make such investigations as they deem necessary subject to the approval of the Trustee.

Tenders are subject to the following terms and conditions:—

1. Quantities or values of Inventories as specified in this advertisement, or in Inventory of July 15, are not guaranteed.
2. Payment to be in Cash, or at least one-third cash, balance to be secured to the Trustee and Inspectors' satisfaction.
3. The highest or any tender will not necessarily be accepted.
4. Transfer to be made as at August 1, 1922.
5. Overs and shorts in all the inventories are to be for the loss or gain of the purchaser.
6. Full particulars may be obtained upon application at the office of the undersigned Trustee. No tender will be considered unless accompanied by an accepted cheque on a Chartered Bank for a sum equal to ten per cent. (10%) of the tender price.

GORDON W. SCOTT,
Trustee.

Office of P. S. Ross & Sons,
142 Notre Dame Street West,
Montreal, Que.

H. E. DAVIS & CO.

Manufacturers of

Men's and Women's High Grade Garments in Gabardines Coverts Venetians Lovats, etc.

All English materials and Cravenetted. Tailor made, stylish and at attractive prices.

We have a variety of shades in above materials and can accept orders for immediate and early fall deliveries.

As manufacturers of the "Davis Storm Resista" Waterproofs, we are known from coast to coast, by all the principal merchants who carry our line.

H. E. Davis & Co.

Sommer Building
41-47 Mayor St. Montreal

Strength and Durability

are to be found in "Fountain Brand"

- PURE IRISH LINEN THREAD -

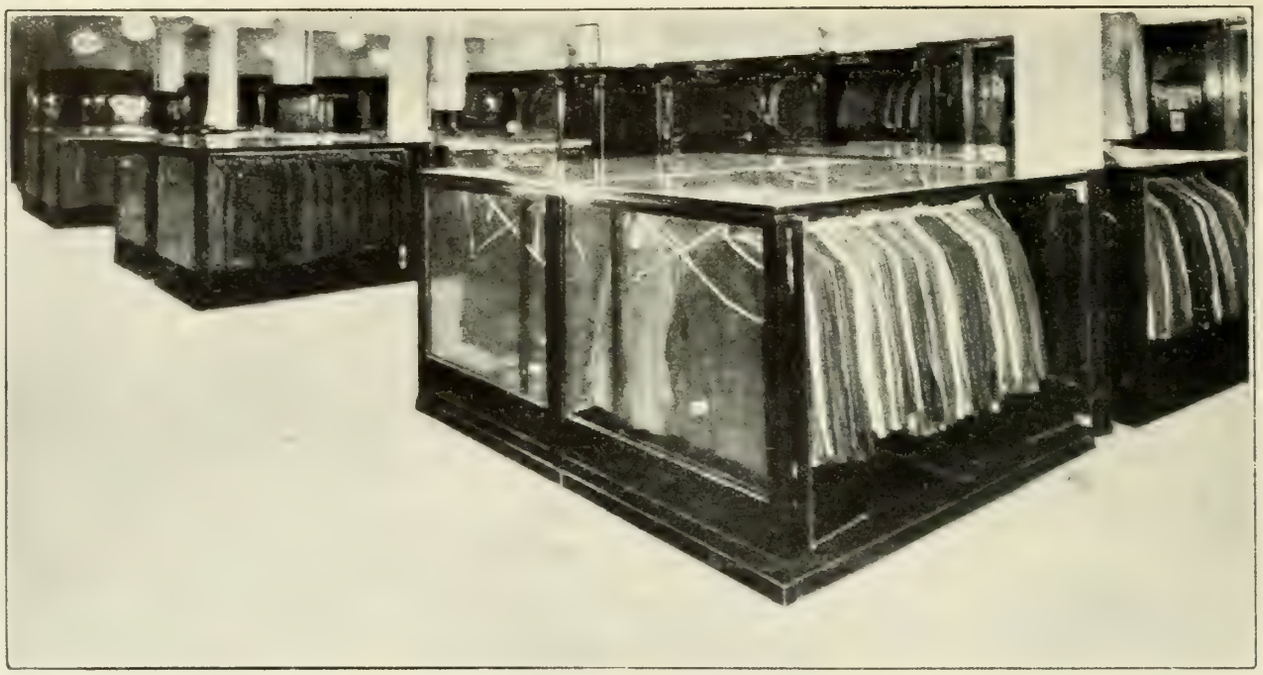
Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

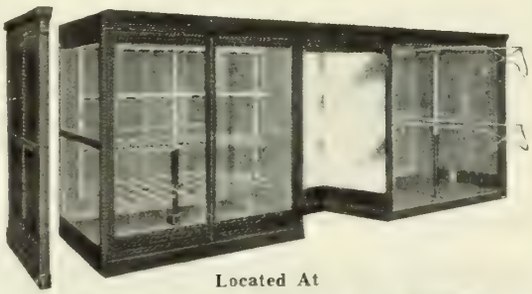
"Fountain Brand" Threads have stood the test of years and are considered "second to none" in evenness and strength. "Fountain Brand" is highly endorsed and used by Clothing and Leather Manufacturers the country over.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 553 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg.

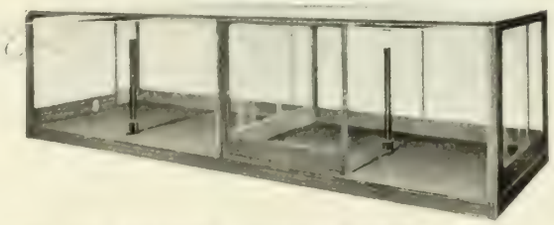




Located At

Oak Halls, Limited, Adelaide and Yonge Sts., Toronto, and their 13 other branches have found the use of "New Way" store fixtures essential in keeping down excessive departmental rental and overhead costs.

"New Way" methods for handling and displaying merchandise permit maximum carrying capacity and fully protect all goods from dust behind disappearing glass doors; and improved displays enable the salespeople to devote more time to actual selling — resulting in greatly increased individual sales and greater business volume.



The two wardrobes illustrated above are of the wall and center types respectively devoted to the sale of men's and boys' suits. This equipment is sectional and interchangeable and can be added to at any time with uniform results. These wardrobes are made with special interiors to accommodate the sale of suits, coats, cravenettes etc. **Further information concerning our complete line of store equipment sent free upon request.**

Getting Behind the Clothing Business

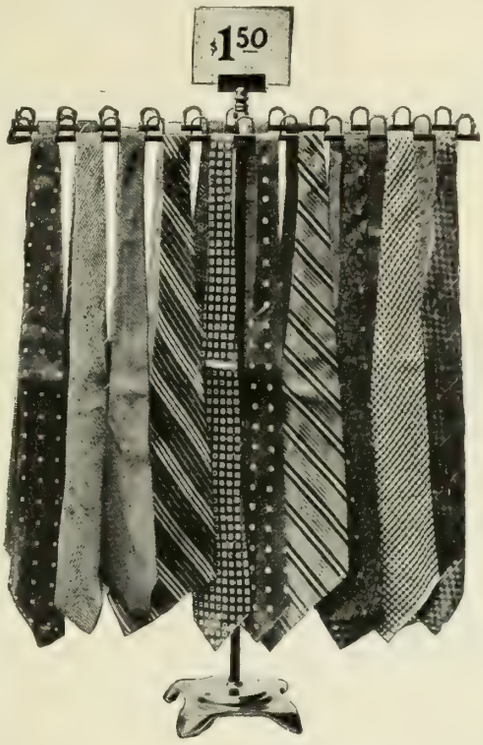
THE greatest endorsement of the "New Way" Revolving Wardrobe is perhaps the fact that successful merchants everywhere are using this type of store equipment and are free to admit that it results in greatly increased sales resulting from better display, appearance and service.

Better kept clothes sell better and with improved methods of handling garments, more time can be devoted to actual selling, resulting in more sales and greatly reduced selling costs. The fact that garments are carried in a scientific manner fully protected from dust and excessive handling, and that more garments can be carried in a given space than formerly, results in lower operating costs and reduced departmental rental.

The experience of others who have installed "New Way" Equipment may be of interest to you, and we shall be pleased to send the names of a few merchants in your community to whom you can write regarding their experience. **Names furnished upon request.**

JONES BROS. & CO., Limited

29-31 Adelaide St. W. Toronto, Ontario



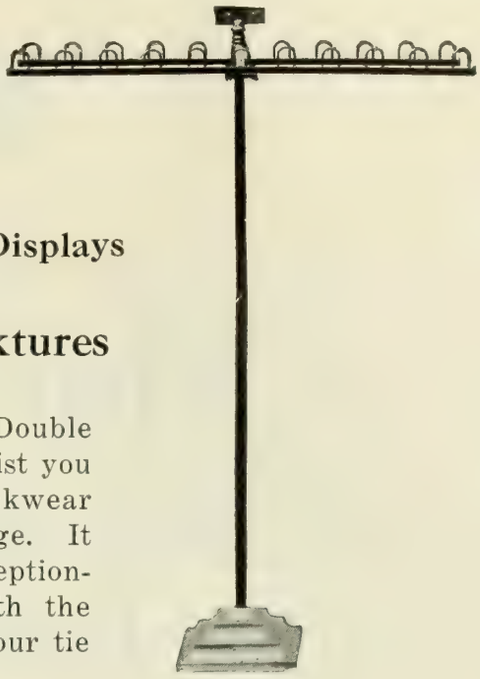
Imperial Base

The Finest Window Displays

are made up with

Dale Display Fixtures

The Dale Revolving Double Bar Tie Rack will assist you in displaying your neckwear to the best advantage. It has proven to be exceptionally popular and with the result of increasing your tie business.



Colonial Base

Dale Wax Figure Co., Limited

86 YORK ST., TORONTO, ONT.

Agents: P. R. MUNRO, New Birks Bldg., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver, O'Brien, Allan & Co., Phoenix Block, Winnipeg.

KANTKRACK

12 to 18½

collars with the linen appearance and twice the staying quality of a dozen so called linen ones, just the collar for the warm days, always clean and also saves you money. You take no chances with a **KANTKRACK** as every one is guaranteed through the dealer. The merchant is also protected as we make only one quality and sell to all at one Price.

11½ to 19

12 to 19

11 to 19

One Grade Only and That the Best

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada 1907

MONARCH-KNIT
THE MONARCH KNITTING COMPANY, LIMITED

Monarch-Knit
Sweaters, Hosiery
Bathing Suits
Yarns, Etc.

Three warehouses add to the efficiency of our service to the trade.

Toronto
Ogilvie Building, at the
Corner of Bay and Wellington Streets

Montreal
Dubrule Building
Phillips Square

Vancouver
408-409 Mercantile Block

Buyers visiting any of the above cities are cordially invited to call at our warehouse to inspect the many attractive lines there displayed, and to make our warehouse their headquarters when in the city.

The Monarch Knitting Co., Limited

Head Office : Dunnville, Ont.

Factories : Dunnville, St. Catharines and St. Thomas, Ont.

Every sale of unworthy fabrics places the retailer's reputation in the background, but the "Tutt" line because they are worthy, make friends of customers and multiply the retailer's sales and profits.

Superior Workmanship

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

21 Dundas Street East
Toronto, Ontario

The Dods Knit Family

Light-Weight Merino and Natural Wool, for men and women, boys and girls. Two-piece and combination.

Dods Scotch Knit for men and boys; warranted 100% pure wool. Two-piece or combination.

Dods Elastic Knit for men. The best underwear of its kind—especially for farm folk and workers outdoors in Canadian winter weather.

Dods Wear for Children. Kiddies' Cotton Vests; Kiddies' Bloomers—knitted cotton—white. Kiddies' Sleepers, fleece-lined, jaeger and white. Children's fleece-lined Waists—white or jaeger.

Dods-Knit Fleece for men and boys—two-piece and combination—jaeger, violet random, cream, olive stripe. For women and girls, two-piece or combination, white, cream and jaeger; also with fleece bloomers.

HERE'S the underwear "that mother always buys"—depending on which member of the family she is shopping for.

Dods-Knit Underwear is one of the solid staples in the Canadian trade, and some of these lines hold the largest sale in Canada.

Famous in the trade, trade-marked and advertised in the newspapers, Dods-Knit Underwear is going to be a bigger factor than ever.

But, however much we advertise to the general public, however well the people become acquainted with the Dods-Knit line of underwear they have been buying for years without knowing the name—we are still going to do business through the wholesaler only.

Retailers—get in touch with your wholesalers and get ready for a big Dods-Knit season. Big advertising is on the way. If you have not handled Dods-Knit before, write us direct and we'll have great pleasure in directing you to the wholesaler carrying Dods-Knit goods in your territory.

MADE IN CANADA TRADE MARK DODS - KNIT

Selling Agents

Ontario & Western Provinces: R. Reade Davis, Manchester Building, 33 Melinda Street, Toronto, Ontario.

Quebec and Maritime Provinces: William C. Forster, 128 Bleury Street, Montreal, Quebec

The Dods Knitting Company Limited

Orangeville - Ontario

Fire! Storms! Traitors! Poison! Pirates!

threatened Ruth Ellis, a bonny Canadian lass who went sailing amongst them on her husband's clipper ship. While her husband lies the helpless victim of Sudi poisoning, Ruth undertakes to win a wager in a race with other tea packets from China to London—and arrives in the Thames a scant ten minutes ahead of her closest Yankee rival.

A story to fire your blood, a compelling, stirring sea yarn entitled

"TEA FROM CHINA"

Written by Frederick Wm. Wallace and illustrated by Charles Patterson

is the leading fiction feature of

MACLEAN'S *for* JULY 15th

CAPT. FREDERIC W. WALLACE

A Big Job for Small Rivers

By J. L. Rutledge

A story of the Hydro Electric Development in the Maritime Provinces, showing how much is being accomplished at St. Margaret's Bay and on the Musquash River where but little was prophesied when the schemes were originally proposed.

Co-operation in Education

By Joseph Lister

A movement is on foot to bring about an amalgamation of a number of the Colleges in the Maritime Provinces. Mr. Lister points out some of the advantages which will accrue from the proposed pooling of resources.

Is "WELCOME" on Your Door Mat?

By Beatrice M. Hay Shaw

Has Canada assimilated its thousands of English war brides? Mrs. Shaw, a travelled English woman, who has lived many years in the Maritime Provinces, says: "No"—and blames the Canadians!

Bonar Law—Some Secret History

By F. Gordon Sampson

A dramatic story of a chivalrous great man, showing what happened when Bonar Law, a few months ago, declined to take advantage of a peculiar situation which might have made him Premier of Great Britain.

CURBING THE VENDOR OF ILLICIT DRUGS,
By Judge Emily F. Murphy

THE JUMPED SNOWSHOES,
By Theodore Roberts

OVINGTON'S BANK,
By Stanley J. Weyman

OPPORTUNITY KNOCKS,
By W. Townend

On Sale Today 20c.

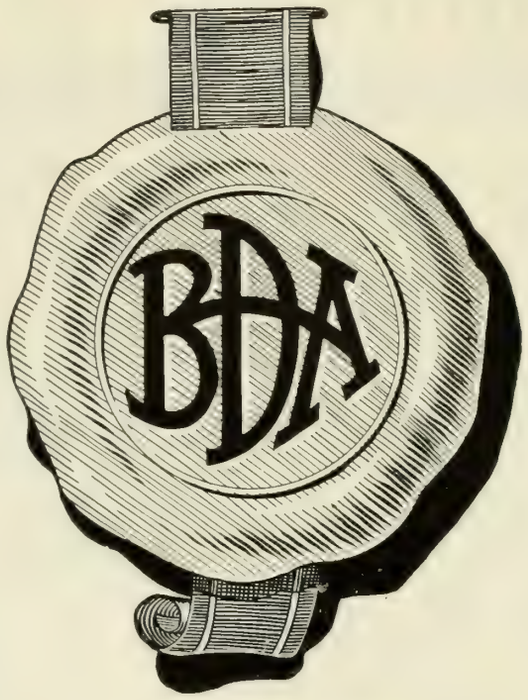
MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

At News-dealers 20c.

Get Your Copy Today or Send $3.00 for a Year's Subscription to MACLEAN'S MAGAZINE, 143-153 University Avenue, Toronto

The Hall-mark of Excellence in the Textile World — and a guarantee of the utmost in Dyeing and Finishing.



This Trademark is important to the manufacturers of clothing as well as to merchant tailors. It means good linings.

Save Money on Linings

B.D.A. finishes enable the Clothing Manufacturer and the Merchant Tailor to use COTTON LININGS instead of Silk, and give the same appearance and more wear to the garments.

For instance, consider B.D.A. "MARQUISE" finish Cotton Venetians, processed by the "Marquise" Finish have the sheen and lustre of expensive silk linings—give better service—and are not affected by pressing or ironing.

Another very excellent lining is a Cotton Venetian, "SUNBRITE MARQUISE DE LUXE," which has a lustre and depth of shade second only to silk.

Ask your wholesaler or jobber to show you these, and other B.D.A. Finishes. They are soundly economical—and they are exceptional in quality, or the B.D.A. Trade Mark could not appear on them.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA
(COPYRIGHT)

The Biggest Christmas Sellers

Advertised in the World's Greatest Advertising Medium

HICKOK Belts, Buckles and Beltograms offer dealers greater Fall and Christmas volume sales possibilities than anything that has ever before been offered in the way of gifts for men and boys.

Never before have HICKOK Buckle and Beltogram designs been as attractive as they are this season. And never before have HICKOK leathers possessed a richer tone of quality. They are priced to suit every purse.

This season's gift boxes for both belts and beltograms are the best we have ever produced—carefully made and beautifully colored—a perfect gift box for your most particular trade.

The world's greatest advertising medium—THE SATURDAY EVENING POST—will tell its millions of readers that you have HICKOK products to sell — in the most forceful message ever attempted by a belt manufacturer to help dealers close a year of record-breaking sales. Prepare to do business. Order EARLY. Our salesmen are now on their way to show you the complete new HICKOK line.

HICKOK MANUFACTURING CO., Ltd., Toronto, Ontario

Combined Factories Largest in the World Manufacturing Belts and Buckles

NEW YORK SHOW ROOM: 200 Fifth Avenue **CHICAGO OFFICE: 424 South Wells Street**

U. S. FACTORY: Hickok Mfg. Co., Rochester, N. Y.

HICKOK

OXFORD BRAND CLOTHES

Your Best Seller for Fall

Our new Fall line of Overcoats will appeal strongly to buyers ever on the lookout for unusual merchandise which combines smart styling, reduced prices, and faultless workmanship.

HIGH GRADE SUITS for Young Men and Boys. The remarkable values are seen at a glance in the quality of the fabrics and the expert tailoring in every suit.

Our Assortment is the Largest we have ever had.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

BOYS' LION BRAND CLOTHING

As good as their Name

Sportalls built on Quality

They are in a class by themselves for convenience, style and long wear. Practical, healthful and economical.

Sportalls can be retailed for $1.00 and up per suit

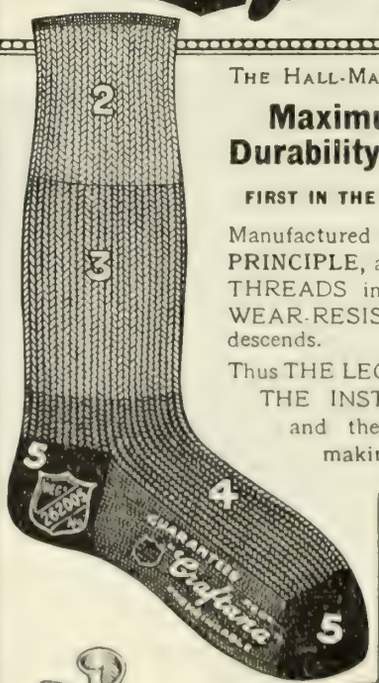
If you have not stocked them send for a sample dozen.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at
Clinton, Goderich, Exeter, and Hensall

"Craftana"

Registered No 262 005



THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Marathon Flexyde Belts

(The Belt with a Thousand Imitations)

Black, White, Cordovan and Grey, in one-inch and ¾in. widths, with choice of Solid Nickel Silver Engine Turned, Two Tone Gold or Two Tone Silver Giant Grip Buckles.

EVERY BELT AND BUCKLE $7.50 per doz. Guaranteed one year.

Marathon Fifties With Solid Nickel-Silver Buckles. (Not Nickel Plate.)
BLACK, CORDOVAN AND GREY.

$4.00 Per Doz.

We ship mail orders the day they arrive.

Jones & Robinson

Brockville - Ontario

Fall of 1922

Hanson TRADE Hanson MARK Socks

100% PURE

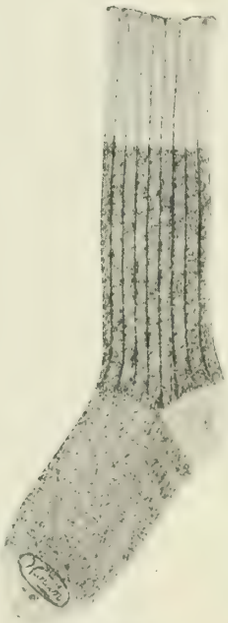
Imitated Everywhere—Never Equalled

We are still busy making Hanson's snow white or grey wool sox.

Experience is man's greatest asset. We have had 44 years of it to prove our worth.

Our representative warehouses, Toronto and Winnipeg, will be of great service to you.

Can furnish you on shortest notice. Carry complete stock always.

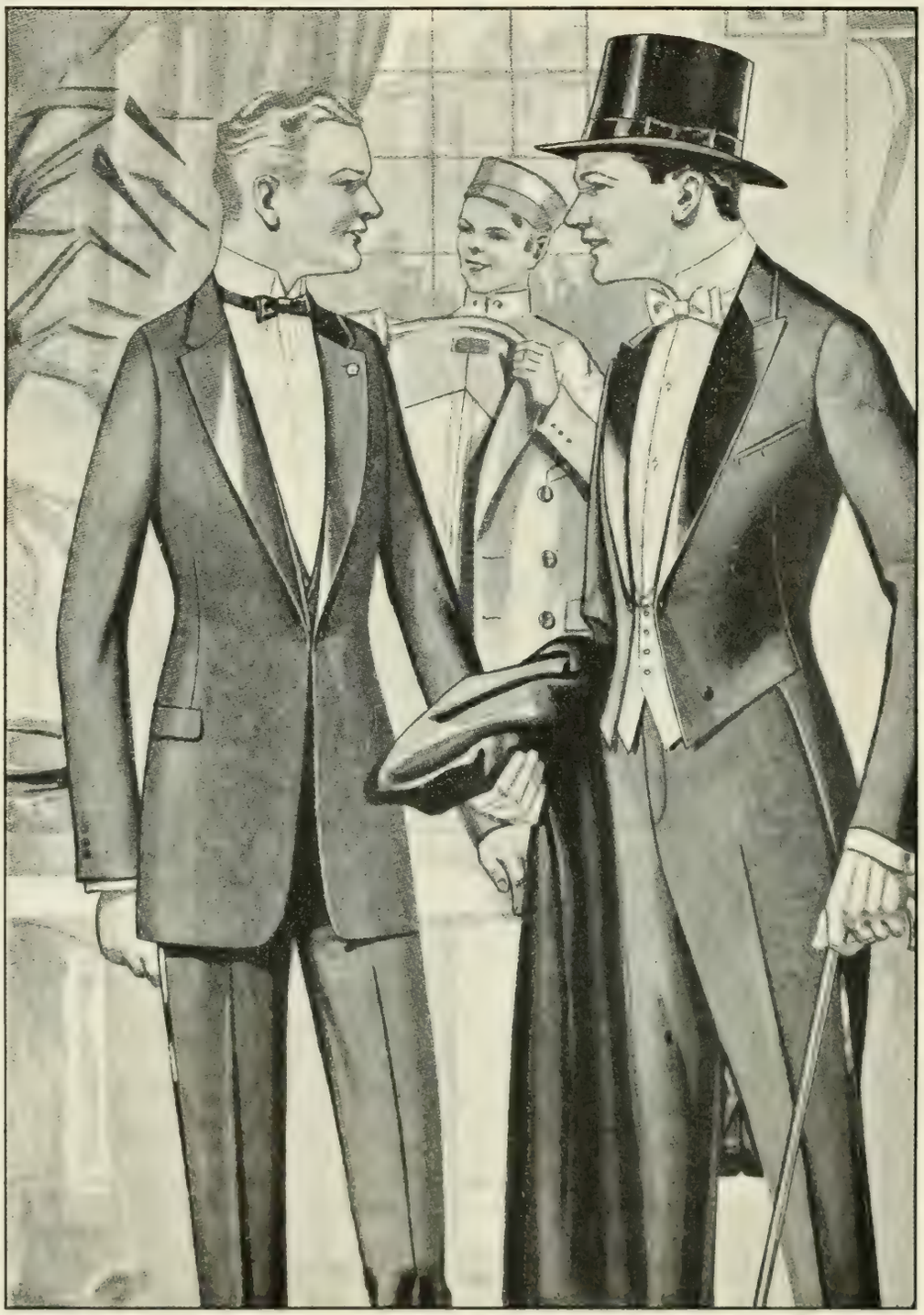


Name on the Toe.

GEORGE E. HANSON

Established HULL, P.Q. 1878

Crown Tailoring Co., Limited
TORONTO



Evening Clothes that are Different from the Ordinary. Every suit Hand Tailored and Silk Trimmed throughout which gives a Distinctive Character: And priced to Retail at moderate prices

Guaranteed Delivery

Crown Tailoring Co., Limited
533 College Street
TORONTO

Men's Wear Review

VOL. XII. JULY, 1922 No. 7

Canada's Oldest Store Is In Quaint Quebec D. Morgan, Tailor, Established 200 Years Ago

Business Still in the Hands of the Original Family That Started It In Time of Louis Fourteenth—Intermingling of Old World Charm With Modern and Aggressive Business Methods—Historic Collection of Displays Dates Back to Plains of Abraham

By M. G. de Soyres

IN THE city of Quebec, a stone's throw from the famous Chateau Frontenac and across the street from the post office where tourists flock to gaze upon the "Chien d'Or" of romantic fame, may be found Canada's oldest and most unique store. This business, which dates back to the eventful days of Louis XIV, is one of Quebec's most cherished points of interest and the object of intense local pride, not only because it has remained in the hands of the original family who founded the firm, but also because its very walls recall days of bygone glory, when the Governor-General made the building his official residence, and still later, when it became a popular music hall in which all the famous actors of the old world performed for the delight of Quebec society of those days.

Close on to two centuries has this firm been in existence, although in the earliest days it was located in what is called the "Basse Ville" or lower town. D. Morgan, its founder, was an Englishman to whom it was a tradition that only the best should find a place upon its counters and so well has this ideal been upheld that to-day the store of "D. Morgan, Tailor," as it is still quaintly advertised, bears upon its stationery and over its front door, the British coat of arms and the legend "Under the distinguished patronage of His Excellency the Governor-General."

It is impossible to describe the peculiar charm or the individual character of the D. Morgan shop without also dwelling on Quebec's romantic history and commenting on its many fascinating local products. It is partly because of the intermingling of old world charm with modern business methods that the Morgan store possesses an atmosphere abolutely impossible to find anywhere else and partly because its stock is different, meriting the title of specialities rather than general merchandise. The scope of the store's policy is expressed by the words "tailor and general outfitter" on the store labels, yet this does not enlighten the customer who patronizes the store as to what he may acquire therein.

Quebec Handicrafts Attract Tourists

The somewhat old fashioned interior possesses all the facination of an exhibition of arts and craft work as done by the Quebec peasants and the Indians, including exquisitely woven homespuns and coarse crash linens, moccasins of all sorts, beaded bags of undressed caribou leather, gaily colored rag rugs and Murray Bay blankets, homespun bags and a hundred other things which can be found nowhere else than in old Quebec. Besides these products, which are ranged round the front entrance to feast the eye of tourists, there are four long aisles along which tables are piled high with imported woollens and suitings of the finest quality, brought over especially by Mr. Morgan to be made up or sold by the piece as desired. All the finest tweeds, plaids and other fabrics of Scotch and English looms are assembled for the delectation of the connoisseur in fine woollens and so much appreciated is this department of the Morgan business that it requires 24 hour-a-day shifts of tailors to keep up with the orders which come in for suits and overcoats. A factory for custom tailoring is therefore in constant operation at the rear of the store and suits are made to order in ten hours after selection by purchasers, in readiness to despatch to hotels, steamers or trains as the case may be.

Gloves are a Famous Specialty

All round the walls of this interesting building are high wall cases which contain rows and rows of small drawers and shelves, each neatly ticketed with contents and prices. Hundreds of these drawers are labeled with descriptions of gloves, both for men and women, and the Morgan glove department is said to contain the largest and most complete assortment in Canada. The pride of this department is that out of the thousands of pairs sold annual-

ly not a single one causes disatisfaction and every one is fitted and guaranteed when the sale is made. Many American visitors return year after year or else write more frequently for gloves from this store, and the world's best markets are combed constantly for the choicest kinds including the heaviest woollen gauntlets from Scotland, fine French kids or rare Arabian mochas.

In another section of the store, which, by the way, is composed of a series of old fashioned rooms, some of which have no windows, is another high wall case containing every possible variety of necktie which has ever been devised for the adornment of man. All these ties moreover are imported from the best English makers and include the very newest bow effects as well as exquisite hand-knit styles in various colorings. Still another section provides for hosiery, of which the variety seems endless, ranging from golf hose of coarse wool to the sheerest cobwebby silk. Footwear for men is a famous specialty of Morgan's also, especially the smart English brogues with heavy waterproof soles so indispensable to golfers. Such boots and shoes are exclusive to Morgans in Canada and are much sought by Americans as well as Canadian visitors.

Quality Prevails in Knit Goods

Anything in leather from a dog collar to a travelling bag can be had here and in every instance the leather novelties are of fine and distinctive types. Knitted goods of course are still another famous specialty, and every conceivable type of sweater for men, women or children has a place in the stock. Such sweaters invariably bear the label of the best known Scotch knitters and represent standards of quality and command prices commensurate with merchandise of such established reputation.

Historic Collection Displays in Store

At the back of the store is located Mr. Morgan's private office in which may be seen the largest and most valuable collection of "Ceintures Fleches" in Canada. As is well known, these ceintures or sashes, were the ceremonial garb of Indian chiefs in olden days, and were woven out of brightly colored wools in a pattern reproducing the arrow head design. Similar sashes are now much affected for winter sports in Quebec and command goodly prices, but the collection of Mr. Morgan is composed entirely of real historic relics. To all visitors who express a desire to examine and admire the collection, Mr. Morgan extends a welcome, and those who are fortunate enough to see his entire collection of rare and unique curios, all of which date back to the days when Wolfe and Montcalm made history on the Plains of Abraham, carry away with them a sense of having come in contact with actual history.

Quicker Sales: Less Confusion An Idea That Worked Successfully

A big suit sale was recently featured by the Robert Simpson Co., Ltd., of Toronto. During the sale upwards of $15,000 worth of merchandise was disposed of and the sale lasted only a short time. There was a rush for these "snaps" and a little idea they adopted made it possible for them to handle this rush without getting the department all upside down, the different pieces of the suits all mixed up one with the other, and give better service to their customers.

Before the sale opened, they separated the pants from the coat and vest. The trousers were neatly piled up at the back of the department, out of sight, and corresponding tickets put on them so that they could be found in a minute. In a sale of this description the coat and vest are really the determining pieces of the sale—if they are satisfactory, there is little trouble in connection with the trousers. With them it is only a case of measuring and getting them to fit.

And so the sale went merrily on. When a salesman was waiting on a customer and trying on the coat and vest he did not have to worry about the trousers, wonder where they were, and whether they had been covered up by some other salesman who was equally in doubt regarding the three pieces of the suit he sold. There was no confusion, whatever; and when the coat and vest had been sold the customer was taken to the rear of the department where the trousers were found and fitted.

Unless this plan had been followed out the salesmen would not have been able to serve as many customers, either satisfactorily or as conveniently; there would not have been nearly as many sales and—as everyone knows—there would have been confusion with a department at the end of the day that would have looked as if a whirlwind had struck it.

For nearly 200 years the firm D. Morgan have carried on the traditions of English merchants, and as the business descended from father to son, generation by generation, they have upheld two policies which have never once been allowed to lapse. One may be summed up as the desire to cater especially to those of discriminating tastes and appreciation while the other could be termed the pledge never to sell anything which is not the best of its kind, nor which does not reflect and typify perfection, whether it be a bit of beaded skin, fashioned by an Indian woman into a quaint bag, or a hand-tailored suit of skilled workmanship, and the same invariable standard of simplicity and good taste goes hand in hand with a sterling guarantee of excellence.

A VICTORIA DAY WINDOW

In which bright colored blazers and neckwear lent a gay note to the display of white shirts and flannels. Croquet mallets, fishing tackle, racquets and base ball bats were appropriate accessories. Displayed in the R. J. Tooke Company Uptown Store, Montreal.

Community Effort Increases Sales

The Get-Together Idea Can Be Worked Effectively To Boost Business For a Whole Week—Using a Mystery Person Creates Considerable Local Interest—Bringing People in From the Surrounding Country—Features That Can Be Used to Advantage

A CO-OPERATIVE scheme among merchants will often boom trade for a week. Once the whole-hearted efforts of men who are seeking a common goal without little jealousies and prejudices interfering are exerted a week's good trade can be worked up. Here is a plan that might be followed.

Make arrangements for street parades, using the local band and enlisting the active support of any local organization that takes pride in your town or city and is willing to co-operate in an effort to make it grow. Of course, the whole thing should be well advertised with the purpose of getting people from the surrounding country in during one or more days of that week.

A man or woman of mystery might be used to good purpose in such a scheme. Have his or her picture at the top of a page advertisement with the announcement that this person will appear between the hours of 2 and 6 o'clock on one or more afternoons in certain streets. Give a cash reward for his or her capture, stating, however, that he or she must not be approached on the streets but in one of the stores co-operating in the scheme. State that a definite conversation must take place, something like this "Are you Mr. (or Miss) So-and-so?" to which this reply is made, "Do you trade in ———." To which the reply is made "Don't you see this tag." The person will then hand you the cash prize or an order for goods to that amount, whichever the discoverer of the mysterious person may desire.

Other Features

It is wise to have several features to be used on different days so that interest may be maintained throughout the entire week. For instance on one day you might release from the top of some building a number of balloons; attached to each balloon might be an order for the best seat in one of the local theatres (if it is a small place where there are only picture houses make it a week's tickets to this theatre). This order can be turned in to the chairman of the committee in charge of the week's merchandising plan.

Display Day

Display Day can be made a very interesting and active one. Display is one of the best mediums of salesmanship these days and on Display Day there might be combined a series of good displays with a guessing contest of some sort. In the co-operative advertising a coupon might be inserted, asking citizens to cut it out and cast their vote for the best-dressed window displayed and, at the same time, cast their ballot in the guessing contest—one town window might be devoted to this guessing contest for which suitable prizes might be awarded. This would serve the double purpose of getting people out on this day to see the windows and to cast their guesses in the contest; at the same time each store would enter into friendly rivalry with the other in arranging a display that would also be recognized by a prize given by the committee or one of the local organizations interested in the week's efforts. Let the people be the judges of the window displays. It might be well to feature music in the stores during this day.

Other Days

One day should be set aside for Bargain Day throughout the stores co-operating in this scheme. Buyers might take special trips to the markets to select some merchandise that they could offer at a very low margin of profit so that citizens might see that shopping at home is profitable both to the purchaser and to the vendor because it builds up the town, creates a better spirit amongst the people and, generally, makes the community a better one in which to live because the community spirit is developed.

"Out of town" day should be one of the best days of the week and one in which a great deal of planning should be done. Its object is to draw people from the surrounding country into your town or city to spend their money and leave with them a lasting impression with regard to the wisdom of making your town a purchasing centre for their requirements. Arrangements might be made to accept certain lines of produce that can be readily marketed in exchange for goods bought; there are stores in this country which make a regular practice of doing this the year round and find it mighty good business to do so. This might be a good day to have the "mysterious one" drop a number of crisp one dollar bills in some of the stores. Some form of entertainment for the evening might be arranged so that a good, whole day—and a profitable one—might be spent by those both in front and behind the counter.

"Surprise Day"

The present is a time when not a few people in every community are unable to spend a great deal of money. It might be well to bear these people in mind when planning your week. They might be remembered in a "Surprise Day." Every store could have a small parcel, selling for 25 or 50 cents in which some useful little articles could be wrapped for general use in the average household. Nothing of the fake nature should be attempted as that would leave a bad impression both of the whole co-operative scheme and of the store where nothing was received of value for the money expended. Everything that goes in these parcels should be worth the money paid for them.

Close With Dollar Day

From the very first announcement made it might be stated that the last day's program would not be announced till the evening before. It might be a "Dollar Day." If it were announced before this, it might kill some of the business during the rest of the week—that is a good reason for keeping it secret. At the same time, other features of entertainment should be arranged for this day, making it a day long to be remembered as a fit closing for one of the best weeks in the retail history of the town.

MR. FIELDING HAS DONE WELL

"We are of the opinion that Mr. Fielding has done exceptionally well, and that the finances of the country are in sane and safe hands. A good deal of money has to be raised, and the burden is bound to be quite heavy on us all. The Sales Tax is pointed to as greatly increasing the burden, but, after all, it is about as fair and equitable a tax as can be arrived at.

"With regard to the tax on cheques. This seems a little out of line, and no doubt if proper representations are made to the Finance Minister by the business interests, they will be given serious consideration, in connection with a reduction in this tax. On the other hand, we must look at the benefits we receive: First, the doing away with the marking act, also the valuation clause in the tariff. The cancellation of depreciated currency legislation, and the reduction in the preferential tariff in favor of British merchandise, does not affect the retailer a great deal. Except in the case of the latter, it welds the bonds of empire and makes them stronger. We think the business men have a great deal of confidence in Mr. Fielding, and a perusal of the budget confirms such confidences."—A. M. McLean, Managing Director of Scovil Bros., St. John, N.B.

Are You Looking for a Sales Idea?

MANY merchants are in the habit of holding discount sales. In very bold type that uses up a good deal of space they announce that they will give 10, 15, 20 and 25 per cent. discount on everything in the store. In doing so they go further and say they are giving away real cash in doing so because it means their profit.

But would it not be wise sometime to give the actual cash? A well-known clothing firm did make this announcement some time ago and made a real sensation with their sale. They announced that they would give a 25 per cent. discount in gold to all customers purchasing goods to the value of $10.00 or over. Thus, when a customer came in and spent $10.00 the sales clerk at the termination of the sale handed him a little white envelope with a two dollar and a half gold piece in it. Even though the customer expected it there is a little thrill that goes with gold that leaves a pleasant impression. In running such a sale it would not be necessary to actually give the gold, but make it cash. You will probably find, as this man did, that the discount was also spent before the customer left the store.

EVEN the humble barometer can be made the drawing card for many a sale. Whether it be in the heart of the great city or along the street of the smallest hamlet in the country, there are always bound to be men who are interested in what the weather man has in store for them for the next twenty-four hours. Recognizing the fact, why not have a device in your window with a chart explaining the same indicating weather prophecies for the next twenty-four hours? Maybe a golf player with a game arranged for the afternoon, maybe a tennis player intent on the afternoon's tournament, perhaps a farmer wondering if he will be able to get the crop in before a rainfall—maybe one of a score of men wishing to know for one reason or another the weather outlook will take some extra steps to study this device in your window. And, at the same time, he will see the merchandise displayed in the window.

And if you happen to know of a golf match, a tennis tournament or some other sporting event on for the afternoon capitalize on it by a catchy little showcard stating that the weather man says "fair" and calling attention to the particular sporting togs that will be required for the event in question.

"ANYTHING else to-day?" is not a good sales-getter. The writer was surprised to hear it the other day in a store that is noted for good salesmanship. Good salesmanship never recognizes that it is the duty of the purchaser to make suggestions for further purchases. That is clearly the duty of the man behind the counter. If the suggestion made does not correspond with something which the purchaser really intended to buy he will say so and name the thing that he does want. And if he really did not think of anything else he wanted the positive suggestion is more apt to create a desire than the negative one.

A Nebraska clothier got results by crediting every clerk who induced his customer to buy more than he ordinarily intended to buy. If the clothing salesman, through suggestion, induced his customer to buy a hat the sales slip recorded the fact and such suggestions, productive of sales, were credited to the salesman's record where they counted as a certain number of points in determining a salesman's salary.

MANY retailers feel that one mark of progress from the village-state to the metropolitan is the taking down of the familiar collar case that used to stand in front of the store with a double or triple row of collars. But there are some high-class shops that have discovered an error here. The motive which inspires buying must be taken into consideration and the motive for buying collars is often prompted by the very sight of them, conveying to the mind of the passer-by a new style or a more comfortable collar for the hot day. They are, therefore, putting collar cases out in front of the store, double or treble rows of them being shown so that the passer-by may see at a glance a number of styles of collars from which he may make a speedy selection.

COURTESY counts and costs nothing. That phrase is as old as merchandising itself is—and that goes back,

The Men's Wear Section of the new Hudson Bay Co., at Victoria, B. C. This is in charge of J. L. Hunter.

Perhaps You Will Find it is Here

away back into ancient history. Yet there are scores of salesmen who either forget it or don't know what it is. And that sort of conduct loses sales. An instance might be cited. A certain man went into a furnishing store to get some hosiery to match a new pair of shoes that he had just bought. The clerk behind the counter was waiting on a customer—the newcomer could see that himself. But in a lax moment of the transaction, the newcomer politely asked the clerk if he had hosiery that would match the shoes he had just purchased. Without replying, the clerk threw down a pair of hose, plainly indicating indignation at, what he believed to be, an interruption. The would-be purchaser said they would not match, and a further look that would almost kill went from the clerk to the customer. The customer walked out of the store across the road and put the same question to another clerk who was likewise busy waiting on a customer.

"Yes, sir," said this clerk, "I am sure we have something that will exactly match your new shoes. Would you mind waiting just a moment and I will see that every attention is given you."

The first clerk lost the sale. The second one sold three pairs of good hose, some handkerchiefs—and made a friend.

IMPRESSIONS are registered best through the eye. What a man sees is the thing that he remembers best and longest. These are facts that should be considered by the men's wear dealer who has several departments to his store, departments that are spread over a considerable space. Many sales are effected by introduction and even though the clothing department may be a long way from the neckwear department is no reason why every customer should not see neckwear in the clothing department or clothing in the neckwear department. By installing a number of little specially prepared showcases throughout the store, it is possible to do this very thing. In this way, the store's whole merchandise is arrayed before the eye of the customer and the power of suggestion thereby conveyed will very frequently result in more sales.

IF you are running a contest in which it is necessary for the contestant to write his name and address, it is possible by the very simple expedient to lay the foundation for future sales. On the coupon designated for the man's name and address ask him if he would be good enough to fill in the blanks suggested in the form. The blanks should be something like this, "Are you in need of a suit of clothes," or "Are you in need of some shirts," or "Are you in need of some hose," or whatever the line might be you would like the information on. You might state at the bottom of the coupon that your reason for doing so is to inform him at a later date of some new merchandise that you think will be of interest to him when it arrives. That will arouse his interest, he will store up the information in the back of his head, and he will be on the lookout for your further advertising matter touching the lines in which he is interested.

THERE are many ways of getting mailing lists, but the best kind of a mailing list is the kind that leaves a pleasant memory in the mind of the person who supplies you with his name and address. More and more stores are realizing the possibilities of a boy's department in their store, and one of the first problems that confront them is how to get in touch with the boys, how to do something to win their friendship in such a way that they have a little good soil to work on when they want to cash in on an effort they made to get the list.

A very simple way is to give a theatre party for the boys in your town. Don't have any strings attached to it, other than the signing of a name and address. Let it be known that boys may have a free ticket to a theatre party if they will only drop in the store and ask for it. On the back of the ticket you can have spaces for the signing of the name and for the address. There are not many boys in the year of our Lord, 1922, who will refuse your invitation; you are sure of a full house of enthusiastic boys who will be good advertising agents for you when the time comes for their new suit, overcoat, or what-not.

And, incidentally, August is a good month for such a party. It gives you time to get live advertising matter in their hands before the buying for the Fall school term begins.

WOMEN very often know the condition of hubby's wardrobe better than he knows it himself. And they have become greater factors in the men's wear trade in the last few years than ever before. As Mr. Gilbert of Montreal would say, they are possibly the right "target" for advertising matter; if so, shoot and shoot to bring home the bacon.

You might add to your sales volume by letting the women know that they are at liberty to take home any number of shirts or ties for the approval of the man of the house. He is a busy man and either has not the time or does not take the time to select his furnishings as he requires them. If they are all laid before him, he will probably buy them in bulk. It saves time, and that is what the busy man is mostly in need of.

IF you want to get boys and their mothers into your store there are several very simple expedients whereby it might be done. Nicholas M. Peters of Syracuse — it will be remembered that Men's Wear Review had a story about his merchandising some months ago—got many hundreds of them into his store by a method that is bound to appeal to the boys. He simply announced that a liberal amount of chocolate would be given away to every boy who came into his store within a given time accompanied by his mother. Needless to say, there were not many missing.

Any particular display or selling event can be linked up with it at the same time.

THE SUMMER months abound in sporting events that can be used to good purpose by a live display man. For instance, there are very few towns or cities where an active interest is not taken in the big league baseball games. A little bit of moss and a couple of bushels of sand will make an attractive window. The whole diamond can be laid out and a pair of scissors can cut out well-known baseball figures that can be assigned to their different places on the diamond or in the field. It is a window that will attract attention. In the same window show some seasonable merchandise and see if it doesn't bring business.

SALES can be increased in August by featuring pictures of sporting events in your window. It may be rather a dull month but a fillip can be given to business if your windows become spots of daily interest to the young men of your town or city. If there are sporting events of a tournament nature being carried on in your town or city, they are drawing to a conclusion in August. It is a good bit of advertising to secure pictures of local contestants in sporting events and some of the scenes of actual games. If there are no local events of importance, you might link up with some of the national or international games and sports.

At the same time display some seasonable merchandise in your window. You are bound to draw young men to your windows by this method and sales will result.

Dave Livinson of Montreal has taken over the store formerly occupied by Walter Paul in the Orpheum Theatre Building, St. Catherine St., West, and is remodeling the store entirely. When completed it will feature a full range of men's furnishings and will be the second store to be operated by Mr. Livinson in a theatre lobby on the uptown section of St. Catherine St.

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What Is Advertising?

News is the recording of the unusual. Otherwise it is not news, it is a mere commonplace. If you pick up your morning paper and read that Henry Smith left his home at 8.30 o'clock this morning, proceded by way of Victoria street to his place of business on Main street, arriving there at 8.55 o'clock, you would say in disgust: "That is not news." But if Henry Smith in the course of this daily routine of existence were hit on the head by a falling brick and taken to the local hospital in a serious condition, and this fact were recorded in the daily press, it would be news. It is the record of the unusual. Perhaps, Henry Smith had walked over these same streets at the same hours for many years without mishap; but the very moment that something unusual happened an item of real news was created. The public is interested immediately; notice is taken because an un-ordinary thing has happened.

Should not advertising copy reflect this same conception of its purpose, namely, the diffusion of news? The constant repetition of a statement destroys its news value, it does not matter whether that statement appears in an advertisement or in the news columns of the daily press. Now, the character of the news carried in advertising and in the columns of the daily press varies somewhat, but it should still be news. Advertising news—be it either in retail, manufacturing or wholesale advertising—is news that sells or helps to sell merchandise. Therefore, to get the message across to the reader properly, there must be something new in the story, something about it that both sells the merchandise to the reader and, in turn, helps him with the sale of it to his customer. If the manufacturer or the wholesaler is advertising, he should give some real live news about the merchandise he is trying to sell. And the man who buys that merchandise should be able to tear out the page of advertising, pass it along to his salesmen and say to them, "Here is some news about some merchandise I have bought. This news will help you sell this merchandise when it reaches our shelves."

It appears to us that injecting news value into advertising is strengthening considerably the selling power of the advertising itself.

Business Improvement

We cannot alter the fact that business conditions in this country follow those across the line. It will be remembered that the continent-wide depression in business that started many months ago, started in some of the large centres of the United States. It gradually spread till it affected practically every city and hamlet on the continent.

It would now appear that the reverse of the story is equally true and it is encouraging to note that a gradual and permanent improvement that seems to gain momentum each month has set in. The Federal Reserve Bank of New York has just issued the second monthly statement of the year which shows that two successive months—April and May—show better business in dollars and cents in the Department stores in that city than the corresponding months of 1921. In April, the increase was 2.3 per cent., and in May it was 3.6 per cent. It is worth while pointing out that there is not only a percentage increase of one month over the other, but that the increase started in April and continued throughout May, rather than, say, starting in February, jumping a few months, and then continuing in May. It lends permanency to the business outlook.

Another feature of interest with regard to this report is that the actual number of transactions recorded show an appreciable increase. The increase stands at 8.6 per cent. in spite of the fact that the average amount of each transaction declined 5.7 per cent. from last year.

There is a further item in this report of especial interest to clothing men. During the month of May sales of men's clothing compared more favorably with those of last May than did those of women's clothing. It is an old axiom of trade that the first industries hit by a depression are the first to recover. There may be in this report an indication that the men's wear trade is beginning to get back into its usual stride.

Sales Promotion

In this issue of Men's Wear Review we have presented a number of sales ideas which, we hope, may be of use to the merchandise manager or the proprietor during the coming months. They are little ideas that will assist sales promotions in the various departments of the store. They are "something different," that "something different" that the retailer himself is looking for in the purchase of his merchandise. There are still the mid-summer clearance sales to be planned and executed. In these ideas there may be some that can be applied to one or other of your departments or throughout the whole store. The more aggressive your methods of merchandising, the larger will be the returns. It should be remembered that while there is a certain proportion of the population out of employment—the percentage, after all, is very small—there are many—the majority, in fact—working on just as usual and spending about as usual. If, therefore, a new "pep" can be put into your story by the application of one or more of these ideas the results may be most encouraging to you and satisfying to us.

"We Build"

By E. DeWITT HUTT

KIWANIANS to the number of about six thousand gathered in June in convention in the city of Toronto. They came from the four quarters of this North American continent. These six thousand are only a small percentage of the number of men affiliated with the Kiwanian movement; altogether, their membership is upwards of 70,000. And the vast majority of these 70,000 men are business men, men whose life and best energies are devoted to problems of buying and selling merchandise.

The movement was started barely six years ago in the city of Detroit. Originally, it was the intention of the founders to weld it into a movement of specific benefit to business men; the members would agree to trade one with the other, thus keeping trade at home and building a bigger and better city because trading was done at home. There was in this conception the idea of building; "we build."

Then came the war, that is, it came for the United States after the launching of the Kiwanian movement. Kiwanians got a new vision, a vision that has inspired many noble pages of history during the last seven or eight years, a vision of untiring service to their country and to their fellow-men. Devotees of the movement in Canada and the United States saw the foundations broadening, the structure becoming greater and grander. "We build" was still the beacon light to Kiwanians, but the local significance and intent of Kiwanianism were swallowed up in the bigger idea of service, a service divorced from any selfish thought of gain and personal aggrandizement. The spirit of the movement grew with the myriad calls to service that came during those tortured years of the Great Conflict; it developed from a local to a national, from a national to an international movement, not forgetting, however, that real service to their country or to their fellow-men could be wraught in any of these three spheres.

And so, Kiwanianism stands to-day, we hope and trust, merely at the fringe of its noble history of service. As John O'Connor, president of the Toronto Kiwanis Club, said to the writer, the man who thinks he is going to get something out of this movement in a material way is up against the wrong idea. He must be prepared to give of his time and his money, unselfishly.

It seems to us that the outstanding feature of the Kiwanian movement is that it is the organizing of the business men of the country—this country and the United States—for local, national and international service. Business men, through this organization, are going to leave their impress upon local, national and international history. They bring to bear on all their activities that business acumen which governs them in their private transactions. They severely frown out of countenance shady procedure. The influence of such a movement is bound to have a bearing upon government, because business men have a growing conviction that government, after all, is a matter of pure business, not the sacred right of the so-called politician and the self-styled statesman. We do not suggest for a moment that it will develop into anything approaching a political party, but with the ideas that business men have of government, ideas that are being developed in the Kiwanian movement, sooner or later it will find expression in better government because it will be government conducted on sound business principles.

Internationally, the Kiwanian movement can profoundly affect international relationships. It is one of the regulations of the movement that delegates attending the Toronto convention must make a report to their local organization, giving their impressions as well as an outline of the convention. These reports inevitably find their way into the public prints. If five or six hundred such reports are printed in the press of Canada and the United States, reports that abound in feelings of neighborliness and goodwill, the widening of the circle of international friendship is apparent. And as the movement grows, business men will make their voices heard in the inner councils of men who may be tempted to play fast and loose with the lives and properties of their fellow-men.

There are definite objects which the Kiwanian movement has in view, objects which are being worked out locally. It seeks to make better citizens of the under-privileged boy. Thus, in the city of Toronto, for instance, there are many hundreds of boys, who, some day, will rise up and call "blessed" the name of the Kiwanian Club. This is being done all over. It is but one small item in their local programs of civic service. In developing better citizens in better cities, they are building a better country.

There is no limit to the work that might be done by such a movement as the Kiwanian movement. So long as the idea of service is uppermost in the mind and heart of a business man who will give expression to that idea in a business-like way, just so long will the movement commend itself to all citizens and find for itself a laudable place in the pages of history.

A Co-Operative Effort That Has Built up A District and Promoted Profitable Sales

The Achievements of the Business Men's Association of the Danforth District—A Pageant and a Week of Special Sales and Values—Publicity Played a Big Part in the Event and the Growth of the District—What Does It Teach?

HOW DOES it profit business men to get together to form an association?

That is a very broad question, but it has a very definite, a very concrete answer in the achievements of the Danforth Business Men's Association, an association formed but a few years ago by the business men in one of the rapidly-developing districts of Toronto. Readers unfamiliar with Toronto may think of the Danforth district as a district of a few thousands of people, with indifferent stores and hurriedly-constructed dwellings, poor transportation and several other characteristics common to the development of districts in a large city. It is not any of these. It is a city in itself, a city with a population greater than that of the City of Hamilton and, like Johnny Walker, still going strong.

Its History

The meteoric rise of this section of Toronto is worth a few minutes' consideration. For a couple of years back it has been the best advertised district in Toronto; in fact, advertising has played a most important part in its growth. Just a litttle over ten years ago Danforth Avenue was a narrow country lane with farms and market gardens on either side of it, almost impassable at times owing to the swollen creeks and ravines. A few men, however, saw a vision; they saw that by the linking up of the Don with Bloor and Yonge Streets by a bridge this district would develop. Agitation resulted in the building of the viaduct, one of the greatest structures of its kind on the continent, and forming one of the finest thoroughfares in the city.

A Pageant

On Tuesday night, June 27th, a spectacular pageant was seen on the Danforth Avenue. It showed in picturization the growth and development of the Danforth district. Indians, soldiery, oxcarts of the period of the pioneers of that district, other characters representing other periods in history, brass bands, decorated automobiles and floats—these constituted a panorama of great interest and importance. In connection with this pageant, the business men held a week of special sales and values in which practically all the business men participated. It was a concerted effort to drive home still further the fact that buying at home pays both the buyer and the district. A "Dollar Day" was featured during the week when special efforts were made by the merchants to show what a dollar could do in the Danforth district. Many, many thousands of people saw this pageant; a decided impetus to business was given during the entire week of special sales and values.

A. E. DUNLOP

of Downes-Dunlop, Ltd. Chief Marshall of the Big Parade of the joint Danforth Business Men's Associations and a prominent member of the West Danforth Business Men's Association.

And Behind It All——

And behind all this are the Business Men's Associations of the Danforth district. The growth and development of the Danforth district are linked up very closely, inseparably with these Associations of Business Men who operate on the broad principle that what benefits the district benefits every merchant in it. We have talked with many of the merchants in this district with regard to the Business Men's Associations, their work, and what it has meant to them individually. Without exception, they have answered as broad-minded men would answer—it has made a better district, it has wrought necessary improvements to the district, it has developed a much better feeling amongst the merchants in the entire district, building up the district has meant building up the stores in it and showing people who live "over the Don" that it really pays to shop at home. No man said he felt an individual benefit from it; he said it was a collective benefit in which all shared alike.

Publicity

Publicity is the friend of the business man—everywhere. There is not a business man living who will not testify to the inestimable worth of publicity and advertising. And publicity hay played a big part in the work of the Business Men's Associations of the Danforth. It played a big part in the success of this pageant that was held late in June. In the June 25th. issue of the Sunday World, the business men of the Danforth district took eight pages of space to tell their story, to advertise their pageant, to let the people of Toronto know they were alive to a big opportunity. Retailers and manufacturers alike combined in this big effort which resulted in big crowds, big business and one more spike in the permanent growth of this city within a city. Pictures of stores were carried in these eight pages and advertising announcements were made of some of the bargains, special sales and values to be had during this week. Some of the successful business men who have gone out from this district into other fields of Canadian endeavor were given a special article. The history of the district was written in an entertaining and interesting manner, its struggle for recognition, its rise into prominence, its present position as the most advertised district of Toronto. And the different Business Men's Associations of this district are at this kind of thing all the time. They are getting out an atractive souvenir of this pageant and week of special sales and values for free distribution. It is part of their big publicity campaign that is carried on from January to December. It is not a spasmodic effort; it is a continuous campaign directed at a definite and well-defined goal.

The Lesson

There is a big lesson in the work of these associations for business men all over the country. Its simple lesson is the value of co-operation amongst business men who are willing to sink individual gain, jealousy and prejudice in a big idea—that an effort directed to a bigger, better district—will, in the end, have achieved something for their city, for their fellow-men and for themselves. These business men have contributed their large share to the building of their district and, in doing so, they have built up their own business because they gave better service to the people in their district.

Manufacturers Not Trying to Control Retailer: F. W. Stewart Replies to Charge of A. R. McMaster

Says Manufacturers Are Trying to be Fair to Retailer and Manufacturer Alike—New Profit on Collar Sales is Small—Does Not Use Tariff in Fixing Prices—No Combination to Fix Prices by Canadian Manufacturers

CONSIDERABLE publicity has been accorded to the statement made by A. R. McMaster, K. C, M. P. during the course of his address on the budget in the House of Commons, to the effect that Canadian manufacturers were endeavouring to control the retail merchant, in illustration of which statement he instanced the point that a leading collar manufacturer had refused to sell their brand to a merchant of Renfrew, Ontario, because the latter was then retailing the said collars at three for fifty cents, which the makers claimed was a non-commercial basis, as it is invoice price, plus sales tax, and injurious to the interests of both the manufacturer and other retailers in the town of Renfrew.

Mr. McMaster in a subsequent discussion upon this topic expressed himself as being astounded that hosiery bought at $1.37½ a pair and sold at $1.75 is not a profitable transaction and invited an expression of opinion in explanation of the same.

As Chairman of the Quebec Division of the Canadian Manufacturers' Association as well as head of the Cluett, Peabody Co. of Canada, F. W. Stewart furnished Mr. McMaster with a detailed statement regarding the attitude of the Canadian manufacturer towards the retailer, and the desire of his company to see that the selling price of collars is fair to both retailer and manufacturer.

Mr. Stewart's response to Mr. McMaster is appended in part herewith and is printed for the express purpose of enlightening any retailer who may regard the attitiude of the Canadian manufacturers as a whole as unfair or selfishly furthering the interests of the latter class at the expense of the retail trade:

"Collars are a product different to any other article carried in a men's wear store, as no manufacturer makes more than one quality of laundered collar, owing to the necessity for large enough production to quote the collars at the lowest price, and it would not pay any manufacturer to make more than one quality. As the price of materials, cost of manufacture, overhead expense and distribution charges are very similar with different collar manufacturers, the price is usually the same, and the retail price is the same with all brands. If the largest makers find it necessary to advance the price those conditions would likely prevail with the smaller makers at an earlier date.

"The price which dealers pay for collars selling at 25 cents, leaves the average merchant a net profit of 3 per cent. to 6 per cent., according to his cost of doing business, if he sells all he buys during the year at full price, which he does not do because there are always a percentage of soiled or out of date styles which must be sold at reduced prices. Therefore, there being only one price for collars which is at present $1.90 per dozen wholesale, plus 4½ per cent. sales tax and 25 cents each retail, every store sells them at this price and there is no possibility of a merchant charging more than he should, as he could not ask 30 cents when his competitors are selling at 25 cents.

"You will therefore, appreciate the position our other customers in Renfrew are placed in, when one retailer sells our collars at 3 for 50 cents, practically the invoice price. They must either reduce their price to correspond with that of this merchant and lose money on every sale, or continue to quote 25 cents, a legitimate price, and allow the business to go to their competitor. Again they might discontinue carrying our collars and put in some other line, in which case, our collars would be killed with every other merchant, while the retailer in question would use our collars merely for advertising purposes. He is using our brand, which belongs to us, and not the collars, to bring customers into his store, and if this were not the case, he would purchase another brand, which he can do at the same price.

Protecting Others

"We have built up our business by fair methods, and by giving the best value possible for the price. I believe we are only being fair to our other customers by protecting them against the competition which this Renfrew merchant has created, and I have no hesitation in saying that if he undertook to sell all his merchandise on the same basis as collars and the hosiery mentioned, he could not remain long in business. Such a merchant is at liberty to sell the collars, once paid for, at any price he wishes, or even give them away. He has that right if he so chooses with any he has received, even if not paid for, but we have the right to decide whether he will receive further supplies from us to be used for the same purpose.

Without A Profit

"This merchant is selling collars, not only on a non-commercial basis, but without any margin whatever, figuring upon his landed cost. If you were a merchant you would not be astounded that the difference between $1.37½ and $1.75 a pair for hosiery is not sufficient to show a reasonable profit. The net result is quite clear, taking this merchant's own figures of his cost of doing business. His cost is approximately 17 per cent, certainly a very satisfactory one. The difference between $1.37 1/2 and $1.75 is 37½ cents, which is 20.86 per cent., or say, 21 per cent. gross profit on the sale. With expenses of 17 per cent. certainly a very satisfactory profit of 4 per cent., which is very far from 30 per cent. to 40 per cent., as mentioned by you on the floor of the House.

"For your information and that of other merchants, I would like to state as emphatically as it is possible for me to do so, that the tariff is not considered in pricing our product, but it is based without exception, on actual cost of production. As to the statement relative to the collar business being a combine, the field is open and no company is prevented from being organized to manufacture collars.

"As to working conditions between the two companies, when we change our prices up or down, we do not consult our competitors, for selling as we do the majority of retailers in Canada, when we make a change, our competitors will follow, especially when it is downward, as we would get all the business if they did not do so. It has been in the interests of retail merchants that when one brand changed in price, that the others should do so at the same time since there is only one quality collar made by each maker and only one price in retail stores. During the time that advances were taking place, it was felt desirable that the prices of different makes should change on the same date in the interests of the Canadian retailer, and consequently we advised the other makers of the date of change of our brand."

Smith's furnishing store of Sudbury was destroyed during a recent fire in that city.

At the recent convention of the R. M. A. of Saskatchewan one of the speakers mentioned that the first three men to install the then modern tungsten lighing system were three clothing men.

Men's Wear Markets at a Glance

Will There Be a Shortage of Merchandise?—Large Retail Houses Show Disposition to Place More Freely—West Beginning to Make Commitments—New Ruling from Ottawa With Regard to Depreciated Currency—Clothing, Underwear, Hosiery, Hats and Caps, Neckwear

IS THERE going to be a shortage in some lines of merchandise this Fall? That is a question which we hear frequently these days in wholesale and manufacturing houses. Reports go to show that Fall placing has been done fairly well by all the big retail firms but that many of the smaller ones have not begun to cover their needs. Just what the reluctance is due to is not certain. One hears that some retailers are looking for still lower prices, or that they feel they can rush into the market at the last moment and get what they want. Experience is a good teacher; we know many men who have predicted price movements that have gone far astray. But it is certain that a number of retailers have suffered because they did not cover themselves sufficiently—straw hats for instance. And manufacturers' agents tell us that the firms they represent are not speculating on stock. We could cite a number of individual instances where retailers have been left and have lost sales and will lose sales because they haven't got the merchandise. No one would urge indiscriminate buying; but the man who does not cover his legitimate requirements is going to lose sales this Fall because he can't get the merchandise he wants.

Reports indicate that big retail men in the West are beginning to place their business. It shows a firmer faith in the outcome of the crop yield and may be regarded as a good omen for the whole country.

Clothing

THE Canadian field has been pretty well worked once by clothing representatives for Fall merchandise. The results, if not fully justifying the hopes of manufacturers, have at least met their expectations. The amount of placing done by the trade truly reflects general business conditions and, in some instances, gives an inkling of the retail outlook for Fall business. Within the last few weeks a number of the large retail houses have shown a greater freedom in placing than they did earlier in the season and have placed quite respectible orders. This is charactistic of firms from one coast to the other. Manufacturers are particularly gratified that this movement has manifested itself in the West; they figure that it is the first indication of the coming crops and the faith of the Western retailer in them. Generally speaking, however, the amount of placing for Fall ranges between 10 and 60 per cent. of the normal requirements; a good sorting season will probably develop if business conditions remain as they are or show improvement. Overcoats have gone exceptionally well; retailers were pretty well cleared out of them and they have sought to cover pretty nearly their full requirements for the coming Fall and Winter. Their placing on suits has not been so free; they are disposed to rely upon the manufacturer to meet their requirements when the time comes. One of the best departments in manufacturing circles these days is the special order department. It is the most active in a number of factories.

A Glance at Spring

SOME preliminary buying has been done by manufacturers of Spring yardage for suits and overcoats. One manufacturer informed Men's Wear Review that the range of worsteds was not a very wide one and did not offer anything especially new in the way of patterns. In tweeds, however, he said the range was wider. Prices of worsteds have advanced and this manufacturer is paying two and three shillings a yard more for his materials than he did a few months ago.

In chatting with the designer of one firm who recently attended the designers' convention, he stated that no radical changes in style were forecasts for Spring 1928. There was, he said, a general tendency toward a little more ease in garments, but length and general style features remained about the same. He said that little encouragement was given to jazz models.

Hats and Caps

DOMESTIC and importing firms have made a fairly thorough canvass of the field and seem to be fairly well satisfied with their results, some of them more than others. One importer stated to Men's Wear Review that he had booked the largest Fall business in some lines in his history. The prediction is being freely made, however, that some retailers are going to get left on certain lines that they have usually carried and are holding off thinking they can get them at a moment's notice from manufacturers or wholesalers. So far as we are able to find out there are not many of the manufacturers who are making up for stock, ready to ship goods in great quantities should the demand arise. There has been a shortage in a number of quarters in straws; the same thing is likely to happen with felts this Fall.

A New Ruling

WITHIN the last few days there has been a new ruling from the Customs department at Ottawa with regard to the Depreciated Currency legislation. The legislation enacted in 1921 providing that on valuation of currency of invoice no reduction is to be allowed over 50 per cent. of standard or proclaimed currency, irrespective of rate of exchange, has been repealed. The amendment just adopted provides that in the case of importations of goods the manufacture or produce of a foreign country, the currency of which is substantially depreciated, the value for duty shall not be less than the value that would be placed on similar goods manufactured or produced in the

United Kingdom and imported from that country, if such similar goods are made or produced here. If similar goods are not made or produced in the United Kingdom, the value for duty shall not be less than the value of similar goods made or produced in any European country the currency of which is not substantially depreciated. The Minister of Customs may determine the value for duty of such goods, and the value so determined shall, until otherwise provided, be the value upon which the duty on such goods shall be computed and levied under regulation prescribed by the Minister.

Allies to Enemy Countries

UNTIL a few days ago it was understood that this applied to all foreign countries whose currency is substantially depreciated. But this new clause changes the situation. The clause says that "until further notice this section will apply to goods the manufacture or produce of Germany, Austria, Hungary, Jugo-Slavia and Russia."

In the case of hats and caps, this new ruling will make some difference. As we understand it, here is the difference on a stated case: If an importer were buying $1,000 worth of merchandise from Germany (that is, paying $1,000 in our currency) he would, with the depreciated condition of the mark, get $24,000 worth of merchandise. On this merchandise, however, he would pay a duty on the value of similar goods made or produced in the United Kingdom. The clause just cited above does not affect this transaction. But if he were buying from France or Italy, say, he would get the merchandise from these countries without having to pay the extra duty as if the merchandise had been manufactured or produced in the United Kingdom. That means, of course, that merchandise made in Italy or France, for instance, has a better rating than from any of the enemy countries.

May Seek Relief

THERE is also a new provision with regard to the effect of all this depreciated currency legislation. It reads: If at any time it appears to the satisfaction of the Governor-in-Council on a report from the Minister of Customs and Excise that natural products of the class or kind produced in Canada are being imported into Canada either on sale or on consignment under such conditions as prejudically or injuriously affect the interests of Canadian producers, the Governor-in-Council may in any case or class of cases authorize the Minister to value such goods for duty notwithstanding any other provisions of this Act and the value so determined shall be held to be the fair market value thereof. That simply means that Canadian manufacturers whose interests may seriously suffer as a result of this legislation have a chance to lay their case before the Minister of Customs and it will be considered.

Underwear and Hosiery

FALL placings on underwear and hosiery have, in many cases, so say manufacturers, not covered the requirements of a great bulk of the trade. Many of the big stores have made fair provision for themselves and expect to be able to meet consumer demand when it comes. This is not altogether the case with some of the smaller merchants; and we know of a number of cases in these two lines as well as others of men's wear where merchants have been left in securing some of their favorite lines for Fall delivery. They had their chance to buy from the traveller; they said they would wait; they waited; and when they came to look for them again they were gone. A manufacturer's agent who handles a number of the best known lines of underwear and hosiery told Men's Wear Review after a conference with his manufacturers that they would not make up for stock because prices were advancing on yarns and because they would not take any risk.

Neckwear

SOME of the knitted goods houses report very heavy placings on knitted scarves for Fall; in fact, there has been a generally good sale of scarves. We know of one firm working seventeen hours a day to catch up with orders that are three weeks behind in delivery. The fish-net tie has had a splendid run but manufacturers of other lines of neckwear state that they have really not hurt their business which would seem to indicate that novelties will sell when thrown upon the market and that the regular demand is not affected thereby.

Placing on collars for Fall has been very good; on shirts it has not been quite so active but bigger houses are covering themselves.

MILLS STOCKS

Manufacturer Says There Is Stiffening of Prices—Deliveries Are Late

According to a representative of a Montreal raincoat firm, prices on fine gabardines are showing a marked stiffening all round and as far as British materials are concerned, deliveries are decidedly uncertain as the mills are now completely denuded of any surplus stocks. Demand has been increasing lately for gabardine coats to such an extent that prices on the finished garments also are showing a slight advance owing to the difficulty experienced in obtaining materials. New materials are being pressed into service this season to inject a style interest into the raincoat industry in its other branches and both tweed and Venetian cloth is now being cravenetted so as to withstand the severest shower without injury to coat or wearer.

Nine men out of ten now demand an all purpose coat and hence the cravenetted garment of gabardine, tweed or fine cloth can no longer be classed in the category of the obselete waterproof.

The newest styles, moreover, are well tailored, featuring loose effects with a full English skirt and usually Raglan sleeves. Very smart overchecked materials, notably tweeds, in unusual colors such as deep blues, etc., are being made up now for Fall selling, and are decidedly worth while, priced as low as $20.50 wholesale to retail profitably at $30 apiece.

In ordinary gabardines fawn, olive and reseda are still in good demand, while navy is steadily becoming more popular each season. Manufacturers state that they regard navy as a probable "best bet" a little later.

For Fall business therefore, the newer adaptions of the cravenetted coat will bear close investigation by every retailer of men's wear, and merit an intensive selling campaign when cooler weather sets in, as befits their newly developed possibilities.

Sales Plans That Brought Business

There May be Some Truth in the Statement That There is Nothing New Under the Sun But it is Also True That Many Merchants Have Never Tried Some of the Good Plans That Have Been Under the Sun for a Long Time—Here Are Some Old and Some New Ones

CANADIAN merchants to-day are on the lookout to discover ideas by means of which to increase largely and definitely the sales volume of business. These ideas may be along the lines of a new service plan, a mechanical device for improving store efficiency, a basic idea for promotion, a merchandising plan, or a new angle on industrial relations—anything in fact, that is unique, practical, efficient and profitable.

Many of the ideas presented will be new to everyone who reads them, yet some of the most obvious and least elaborate plans have never been given a try-out by many enterprising stores which complain that there is nothing new under the sun in the way of a selling plan.

Suburban Day

With mid-summer sales still occupying the centre of the retail stage this month, it might be as well to inject a little novelty into one special day during the latter part of July or early August and call it by some such name as "Suburban Day" by which is meant a drive for out of town dwellers' business. To feature this idea successfully publicity is the first and great essential, not only in the large city papers but also in all the small journals which circulate among the townships within a radius 50 miles or so. Bargains should be listed in the good old way which appeals so strongly to women of all classes, enumerating the special points peculiar to the merchandise and quoting really tempting prices. Together with really comprehensive and detailed advertising, begun well in advance of the event, should be announced the firm's willingness to pay car fares, or even a one way ticket on train or boat if merchandise above a certain amount is purchased. Reductions which are really worth while coming a distance to get, will not fail to bring out the proper response, especially if a few extra ideas are added to the sale, such as a good demonstration of some new product, free samples, an orchestra, a fashion revue or a one cent sale of seasonable goods, etc. All these ideas linked up in one big day, participated in by as many local merchants as can be interested, will do much to win new friends for the stores as well as to clear most of the remaining summer merchandise. This plan has been recently tried out in a conservative town in Connecticut with complete success under the name of a "Good Will Day."

Another suggestion, this time emanating from Quebec City, was originated by a leading men's wear retailer there, but is better adapted for a try out by the average dry goods store, desirous of experimenting with a novelty. This man found that he could secure permission from two of the local movie theatres to issue admission tickets for matinees and evening performances for ten cents apiece, provided the said tickets were presented at the hours when the least rush was expected. At one theatre, such admission could only be gained at matinees while at another the entrance fee was 15 cents for either show. Three tickets were attached in a strip to a card bearing the business address and name of the firm in question issuing the tickets, and these were presented with each purchase no matter how small, and bore the legend "This ticket is not valid if detached from business card." A good response in the way of enquiries at the store was recorded, while the theatres gained quite a number of extra patrons during their quieter seasons. The only cost incidental to this plan was the printing of the strip tickets, depending entirely upon the amount issued.

A store located in one of the larger Canadian cities won many friends for itself by the simple expedient of offering free parking service for customers' motors. In the store's advertisement this idea was explained as follows:

"Our garage is located at 80 Blank Street, the most central location in the business section of the city. We invite you to make use of it during shopping hours. Drive in either entrance and mention the name of our store. The attendant will then give you a tag which you will bring to our transfer desk located at our Park Street entrance, where it will be countersigned. When you call for your car, present the tag. This service is free and there is no obligation on your part."

Mail Order Catalogue Idea Sells Goods

Realizing the enormous popularity of the mail order catalogue with the average person, the A. J. Freiman Company of Ottawa decided to adopt the idea in order to promote their spring business this year. Early in April they got out a 36 page catalogue, compactly filled with news of merchandise to be specially priced during the month and announced extraordinary bargains for the first three days, beginning April 29th. This booklet was neatly covered in brown paper and was profusely illustrated. In the foreward the recipient was urged to "Give This Booklet Your Careful Attention," and went on to explain that the same idea tried out in 1921 had been much appreciated by customers who liked to select the things they needed at leisure in their own homes, so as to be promptly on hand when the sale took place.

The 36 pages of the catalogue were divided evenly into the announcements of the sales of the first 3 days only, and covered such lines as ready-to-wear lingerie, millinery, accessories, yardage goods and bedding. Men's goods were represented by clothing, including suits for boys, shirts, overalls, socks and underwear. Hardware, labor savers, floor coverings, furniture, notions, etc., filled the remaining pages.

Thousands of these booklets were distributed in Ottawa and the surrounding country and every line advertised was disposed of within the time specified, floor coverings being especially popular. The booklet was singularly artistic and although no color work was used, the type and illustrations were of the best obtainable. Many customers kept their booklets for future reference, as the descriptions regarding the goods were unusually interesting and informative.

Quarter Million On New Building

Stanfields Erecting Fine New Addition —Likely to Add Some New Lines

Good progress is being made in the new brick buildings being erected by Stanfield's Limited of Truro, Nova Scotia, on which they are spending a quarter of a million dollars in new additions and equipment. When completed this building will be 220 feet long, 111 feet wide and four storeys high and will contain nearly 100,000 square feet of floor space. The result of this new building so far as the trade is concerned is a larger and speedier output and delivery.

It is understood that on the completion of the two new buildings (for which foundations have been laid) many new numbers are to be added to Stanfield's Unshrinkable underwear. Both the Amherst and Truro mills will be kept up-to-date in every respect.

J. A. Scott, tailor, and the Standard Hat Company of Toronto were sufferers to the extent of some hundreds of dollars in a recent fire in Toronto when the old Royal Opera House was destroyed.

Window Displays Seen in Montreal

General Improvement in the Appearance of Clearance Sales Windows—Sporting Touch Given to Some Displays—General Reductions Offered in Straw Hats—A Number of Displays Described

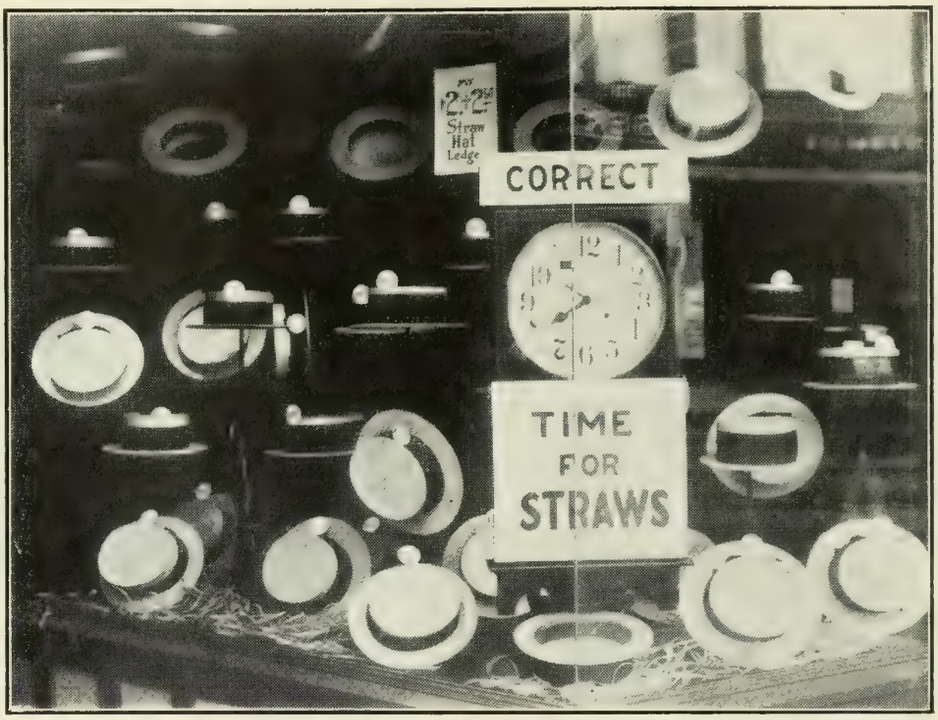
SUMMER certainly lingered in the lap of Spring this year and consequently July clearance sales seem to be more plentifully supplied with bargains than is usually the case in warmer summers. Really warm weather has only just begun to show what it can do in the way of bringing out Palm Beach suits and white flannels, which up to now have had to take shelter from the almost continuous rain which has punctuated the month of June in Montreal. The old saying, "Cast no clout till May be out," had perforce to be obeyed this year owing to continuous chilly weather and the only profitable sellers in the way of men's apparel were the rain proof gabardines which, together with the ubiquitous umbrella stand, formed the chief stock in trade of every haberdashery and clothing shop off and on during the entire month.

And now, before we have had time to become accustomed to summer attire the July clearance sales are once more upon us and reductions in all stocks of merchandise are the order of the day.

Strolling along St. Catherine Street one is impressed by the fact that straw hats at half price are the rule rather than the exception, even at the beginning of July. In other lines, a general discount of 20 to 25% seems to prevail. Altogether the sales windows are better dressed than usual, giving one the impression that they are regular Summer windows with a sale price show card added as an after thought. Certainly, the displays of outing toggery are decidedly in the majority and scarcely a men's wear store between Bleury Street and Windsor can be found that does not feature flannels, negligee shirts, gay neck wear, sweaters and so on, calculated to interest the fortunate possessor of a country cottage or the weekender at lake or mountain resort.

Verandah Scene Sets Off Haberdashery

Goodwins Limited, of all the St. Catherine Street stores, eliminated the sales element from their men's wear displays and emphasized the sporting touch instead. In their western window, which faces two streets, an exceedingly good country club scene was arranged. A single wax male figure arrayed in striped blazer coat and white flannels, wearing a comfortable ventilated cotton outing hat, and holding a canoe paddle, centred the setting which was elaborated by the use of grass upon the floor and a number of pieces of hickory furniture. Furnishings of all sorts were plentifully distributed round the large window, including colorful hose, wash neckwear, bathing suits, underwear and so on.



Straw hat season was launched by Dave Livinson, of Montreal, in the manner shown herewith. The price tickets were novel, being reproductions of the faces of watches, each registering a different hour with the price printed in red across the face. The reason for the variation in the hands of the watches was because each recorded the stock number of a hat for easier identification by the purchaser and sales' staff. For example, the ticket recording "3.30," or half-past three simply stood for 330 style.

In another window the same firm showed a well executed display of the new cathedral knit ties, which were symetrically ranged on T stands of harmonizing heights, to show the delicate transparency of the merchandise.

Straw hats had the call in every window and a number of Panamas were included among the offerings. An amusing stunt tried out by Davids in their haberdashery store was the use of the straw sailor hat cut into halves and glued to each side of the window, while the legend "Your straw hat is here," was applied to the glass by means of straws.

The R. J. Tooke store at the busy Peel Street intersection featured a smart range of Palm Beach clothing among other sales offerings, in cool greys and tans. Belts and an occasional Panama hat were the sole accessories used with this showing.

Shirts and pyjamas were the leaders in the Case store windows, priced extremely low and shown with the meticulous care which always characterizes the windows of this store.

Blumenthal Sons' windows rreated much interest by the expedient of pasting the words "Annual July Sale," made of colored paper across each of the three windows left of the main entrance, one word to a window. Splendid values were featured in the windows including young men's suits at $23.75 and boys' two pant suits at $8.95.

Windows in the financial district of Montreal were more or less typical of those noticed in the uptown shopping section, sales being prevalent as elsewhere.

For Week Day and Week End

A composite trim in Max Beauvais' windows proved unusually interesting to many business men. At the left hand side, a unit was devoted to clothing and furnishings for the city man and included examples of the very latest variation of knit ties, straw hats and a few odd items such as a cane and umbrella crossed in front. Next to this, two other units combined to show a wide range of week-end toggery displayed with good effect round two half open club bags out of which various items of haberdashery

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Adopts Policy That Nothing Shall be Sold Not Individually Correct and Becoming to Purchaser

Fournier & Labelle, of Montreal, to Cater to Best Dressed Men and to Help Them Select Merchandise That Makes Them Well Dressed—Handsome Store Equipment—Special Attention to Delivery Service

IT IS AN established fact that the best dressed men are to be found in the financial districts of any city, and authorities on dress are fond of citing the fact that New York's most exclusive haberdashery shops are to be found near Wall Street rather than on Broadway or even Fifth Avenue. Thus it is not surprising to note the number of fine clothing and furnishing establishments which are springing up on St. James Street, in Montreal, designed especially to supply the needs of the bankers, brokers, insurance men and so on who pass along this thoroughfare to and fro daily.

The latest comer to the ranks is the firm of Fournier & Labelle, which has just taken over the store formerly occupied by Meloche & Fournier, and which makes the original claim of being "Pacemakers in Style" to business men who care about discriminating attire.

Part of the interior of the new men's wear shop opened in May by Fournier and Labelle of Montreal, who have adopted the slogan "Pacemaker in Style." The showcases were designed especially for the store.

Quality Rather Than Price

The senior member of the firm, Stephen Fournier, informed Men's Wear Review that he regarded the present season as an auspicious one in which to launch the new enterprise for the reason that there is a distinct opportunity for the retailer who will devote time and thought to catering to more particular customers. There has unfortunately been too great a tendency to let price dominate the sale of men's furnishings and clothing and not enough attention paid to discrimination in selecting what is appropriate and becoming to the wearer. It is to be a strict policy in the new store that nothing shall be sold that is not individually correct and becoming to the purchaser. With every sale must go the assurance that the particular purchase is the best in every way that the customer could make.

An Artistic Interior

Naturally in order to carry out so exacting a policy as this, the new firm has had to expend considerable thought upon the equipment and stock of the new store. In regard to the former, the fixtures and woodwork are of solid mahogany throughout, the design of the cases and fittings being of a particularly simple design, with straight lines and square mitered edges to enhance still further the severity and essentially masculine atmosphere of the shop. The silent salesmen are unique in design, being made to Mr. Fournier's special order and are entirely of plate glass without any woodwork except the base and legs. Both sides of the store are lined with these cases which give off a sparkle and polish which contrasts most effectively with the dull red of the mahogany.

Good Lighting Arrangements

The front of the store is devoted to haberdashery while the clothing is carried in wall cases to the rear. Only one grade of clothing, and that from one of the best Canadian makers, is to be featured. Owing to the fact that the entire back of the store is lit by a glass ceiling, daylight is obtainable for fitting and this feature is one of the most appreciated in the entire store. The artificial illumination is, however, scarcely distinguishable from daylight, being provided by a series of beautiful indirect lighting globes through which filters a new type of electricity, as shadowless and clear as sunshine. The globes are etched in cream to match the walls. Huge pots of azaleas with creamy pink blossoms are set at intervals about the top of the clothing racks and are not out of place in this quiet interior.

Delivery Service Well Maintained

According to Mr. Fournier, the new firm is making special efforts in the direction of store service to customers, especially in the matter of delivery and care in sending goods out. "The initial cost of packing a parcel carefully for delivery may seem high, but in the end it more than justifies itself," said Mr. Fournier. "I use only strong, firm boxes to send out suits or coats and these are lined with tissue paper, top and bottom, while the garment is also carefully folded and interlined with the paper. The box bears our name in artistic lettering and the garment is sure to arrive in perfect condition. It may cost as high as 85 cents for the packing alone, but the repeated remarks of appreciation from our customers show us the wisdom of this outlay. Even small purchases are wrapped in monogrammed envelopes or boxes as required, a regular delivery service is maintained by the store, and promptness is insisted upon before everything else."

Incidentally, the firm of Fournier & Labelle find that much better results are obtained from direct by mail advertising for their class of merchandise than from ordinary general methods. Likewise, directing personal letters to a man's office rather than to his home address is found of greater value in the way of returns.

Simplicity in Window Displays

The window displays of the new firm have been well done, particular effort being expended upon the quality of the merchandise shown. The floor of the windows is of parquetry in two tones of hardwood, against which the merchandise stands out with good effect. No drapes or other decorations are employed.

Stephen Fournier is well known to the trade, having many friends in Montreal, while his partner, Edouard Labelle, is a son of General Labelle, of the St. Lawrence Flour Mills, also well known in Montreal.

"Make 'Em at Home" Policy Brings Ninety Per Cent of Customers to New Location

Robert, of Montreal, Who Moved Two Miles From Former Stand, Kept Track of Old Customers to See If They Came to His New Store—Liberal Use Is Made of Price Tickets—Get After Women's Trade

EVERY retailer knows that one of the most difficult problems of business has to be faced when circumstances necessitate the moving from one store to another. With the present high level of rentals and the difficulty of obtaining suitable accommodation in the business sections of our cities, the prospect of a move is regarded by most men in the light of a calamity. When the move is actually accomplished and business is once again running in its accustomed channels it is something worth recording to be able to discover that fully 90 per cent. of the store's former customers have followed it to its new location though that place be distant fully two miles from original stand.

This record was achieved by the Montreal firm of Robert, Limited, of St. Catherine St., West, which was formerly located at least two miles farther east on the same busy thoroughfare until May 1 last. The firm has been established for some years in the heart of the French section of Montreal where a large following of men's and boys' trade has been gradually built up. The transference of this business into the heart of the English section, and into a district of Montreal where competition is exceptionally keen, was courageous but was not accomplished without due precaution and forethought.

According to the senior member of the firm, M. R. Ship, the first matter attended to in connection with the move was to advise the entire clientele of the store of the impending change and to issue a cordial invitation to visit it in its new location. This notice was written in the form of a personal letter and within a month after the re-opening took place, fully 90 per cent. of the former customers had called and patronized the new store.

Make Customers Feel at Home

To Men's Wear Review, Mr. Ship explained some of the reasons for this unusual display of confidence and interest on the part of customers. "Our policy is expressed in the homely phrase 'Make 'em at home,' and by this I mean to imply that we cultivate a friendly attitude with customers," pointed out Mr. Ship. "We do not advocate a 'turnover' system so that if a clerk fails to make a sale, the customer is dealt with by the manager or someone who can be counted upon to wring the last cent out of the purchaser. On the contrary, if the customer shows the slightest attitude of dissatisfaction or uncertainty, he or she is asked to go to certain other stores first and make comparisons. As our prices are close and based upon the rule of larger turnover and smaller profit, we seldom lose a sale insofar as values are concerned."

Women's Trade is Sought

Another of the reasons why the Robert store deserves its popularity is its habitual attention to the wants of women customers. Women's trade, moreover, is actually desired and catered to and the clerks are posted on many points of salesmanship which usually prove disagreeable snags to the clerk who is unversed in the ways of the feminine shopper. Such details as forgetting the size of Friend Husband's neck or a request for hosiery in a size obviously not intended for a human foot, are daily occurrences at the Robert store and are solved without difficulty by experienced clerks who have learned by past episodes how to handle just such situations.

In this store there is kept a register in which customers enter their names and addresses just as though at an hotel, and the staff makes any additional entries regarding sizes or styles which might prove of benefit later on. In the event of special sales or offerings, such customers can be easily notified of any bargains which might appeal exclusively to them, and this register is accounted as a real asset in the course of the year's business.

Liberal Use of Price Tags

Price tags are liberally used, both in the windows and store displays, for the reason that the customer who is hunting for good value must have some criterion to go by when comparing the goods shown by different stores. The specialty of the Robert store therefore is a line of suits at $29.50 for men, although excellent values are offered varying from $17 up to $40. The three display windows are likewise of interest because one shows an entire range of suits or overcoats, including the popular $29.50 quality, another features shirts and neckwear different prices, while the central window gives prominence to furnishings which are especially appropriate to the day on which they are shown, such as gabardine and umbrellas on showery days, athletic underwear and wash ties on hot days, white flannels and other outing togs at the weekends, and so on. A large bulletin board framed in brass, resembling the style of announcement board shown in front of leading theatres, is shortly to be placed in the lobby of the Robert store whereon will be posted each day, the specials in each of the three windows which are to be numbered with very conspicuous figures from 1 to 3, just as though each was a "whole show" in itself. The reason for this amusing idea is the fact that the new store is now located between the two leading movie theatres of the uptown district, the Allen and the Capitol, and with such a theatrical atmosphere as a background, the idea should prove an additional drawing card.

Brilliantly Lit at Night

The interior of the store is spacious, attaining a depth of more than 100 feet, while a mezzanine floor round three sides provides extra space for stock. The lighting is said to be the most powerful of any store in the city, as fully 2,400 candle power electricity is used in each window at night with 900 c. p. used in the lobby. Clothing is stocked down the entire left side, while headwear is given space in the front store.

The business will be carried on as in the past by Messrs. M. R. Ship and A. L. Ship under the name of Robert, Limitee.

YOU can get a good start to a clearance sale by offering special reductions or even cash awards to the first fifty or one hundred people who come into your store on the opening day of the sale. This idea has been worked out in a number of ways. Some stores have made the announcement that a $10 reduction would be given to the first ten men who bought a suit of clothes, a $5.00 reduction to the next twenty, and so on as far as the dealer cares to go in the matter. In other cases actual cash has been given to a given number of persons who were the first to enter the store on the day of the sale. Again, some stores have offered a 50 per cent. reduction to a given number and a graduated percentage reduction to others. There are many different ways in which the idea can be applied to a sale. Where it has been tried in one form or another merchants have recorded very successful business as a result.

Four men have been apprehended on a charge of having held up with intent to rob Andrew Paton of the American Hat Co., Toronto. The four men tried to secure a payroll of some $3,000 which Mr. Paton was carrying at the time but he successfully fought them off.

Bring New Ways Into Old Haunts

Normans, Ltd., of "The Main," Montreal, Invade Well-Known Thoroughfare With New Methods—Believe That Artistic Displays and Store Arrangement Will Eventually Win Out Over Crowded Windows and Many Price Tickets

MENTION has been made in these columns from time to time regarding the numerous prosperous mens' wear stores which line both sides of that historic and unique thoroughfare in Montreal known as "The Main," or else as St. Lawrence Boulevard, and it has been frequently said that only one method of doing business is possible on account of the type of people who frequent this section of the city, who will have nothing to do with the highest class type of salesmanship and merchandising because they have always been accustomed to bargaining and to getting real value for their money. They are said to care nothing for artistic displays and put more faith in a price ticket than in the most artistic show card ever designed. For this reason, the pedestrian who strolls up the Main gazing at the windows full of furnishings and clothing for men, is apt to wonder if he is moving at all or if the same store is following him along, such is the similarity noticed in every block. The theory upheld by the most successful merchants along the Main indicates an unswerving faith in crowded windows, dozens of price tickets, and just as much variety of merchandise as it is possible to show. Such windows are undoubtedly interesting to customers who have time to walk for several blocks in order to study and make comparisons between the different price tickets. Many a farmer and many a sea-faring man can be seen thus occupied, lost in thought before a wide display of shirts, hose, collars, underwear, suspenders, hats and gloves, etc., moves on slowly to the next to cogitate over the rival showing, mentally figuring how much he can save on a pair of overalls, or forming an opinion as to the store's policy by the diversity of goods arrayed for inspection.

Such a customer must be sold on the street before he will enter to pay out hard cash for the wanted article, and so the windows are just so many eloquent salesmen, dilating upon the large stocks, plentiful variety, colorful patterns, and low prices prevailing inside.

New Policy of Norman's Ltd.

Here is where the bravery of such an innovation comes in, for right in the midst of more than a score of long established haberdashery and clothing stores conducted on the principles explained above, a newcomer has recently opened up a new business to be operated on entirely opposite methods, which as far as can be judged by barely a month's trial, are entirely successful.

The above window display of Norman's Limited, of Montreal, registers a new departure in accepted standards of arrangement in its locality, namely, St. Lawrence Main. The entrance and double window frontage are well designed to carry out the popular receding effect. A three-foot ice block in the foreground did some excellent publicity work in connection with straw hat sales as it contained a perfectly good straw hat, visible through the ice.

Norman's Limited made their initial bow in the aforesaid district early in May with the avowed intention of featuring goods in the manner employed by men's wear stores in the most select business sections of the city. Instead of being subjugated by price tickets they intend to try out an opposite policy by which the goods will be shown in a store apparently uncrowded with merchandise, with a restful artistic background, and window displays of the sort familiar in the downtown business districts. At the same time, they will adhere strictly to the principle of carrying only the best values obtainable for the money and will compete with the best values on the Main as far as the goods are concerned.

Uses Brown Throughout

The new store is somewhat unique in appearance, being finished in light oak, the walls done in a soft, warm shade of brown with a tapestry figure. On the shelving all round the store, uniform stock boxes of yellow are used, so that the effect of woodwork, walls and fixtures is unusually bright, harmonious and restful. The only relief from the general color scheme of brown is the use of potted palms on the wall cases, and the piles of shirts and racks of ies shown in glass fixtures.

Facilities for Selling Hats

Straw hats occupy almost half the left hand side of the store, being ranged according to style and size with a long mirror close at hand. The idea of using a small mirror is a handicap to good salesmanship in any headwear department as the customer fails to get

(Continued on next page)

Runs Contest With Anniversary Sale

C. A. Workman Co. of Montreal Inject Novel Idea Into Annual Sale and Put it Over the Top—Unique Window Display Attracts Attention—Cash Prizes Are Given—Snappy Display Cards Have Helped to Sell Merchandise

EVERY year in June the C. A. Workman Company of Montreal who conduct a large store devoted to men's and boy's clothing furnishings, hold a big clearance sale which usually runs a month and clears out all Spring merchandise leaving room for entirely new stock. This sale is called simply an Anniversary Sale without any other high sounding title to allure customers, yet even without any spread of canvas or scattering of handbills, this annual sale breaks its own records each successive year and still further strengthens the bonds of confidence which exist between it and its large number of customers.

This year the firm decided to try an experiment. It knew perfectly well that it did a large business and that its friends were scattered all over the Island of Montreal but it had never felt it worth while to hold a contest or feature anything out of the ordinary with the idea of attracting new friends. This year, therefore, they tried out an idea which while fundamentally a raffle with no strings attached yet served several worth-while purposes and resulted, from the standpoints of both store and customers with entire success.

Piles of Paper Catch the Eye

Passing along the McGill Street side of their store, the pedestrian caught a glimpse of what looked like the contents of somebody's waste paper basket dumped in three of the windows, but looking closer, he discovered that the said waste paper was merely several piles of sales slips representing cash sales, each one of which appeared to bear a name and address scribbled across its back.

A large show card provided the clue to this somewhat unusual window trim "Is your Receipt in Here yet?" ran its message. "Send it in to-day and send as many as you like. The more receipts the better for you. Three prizes, Suit worth $50. Suit worth $35. Suit worth $25. Making $110 worth of prizes altogether."

Another card read as follows:

"All you have to do:

"Save your receipts and mark your name and address on the back plainly.

"Leave it with us or mail it by July 21.

"It costs you nothing to enter our annual drawing competition."

6,000 Slips Returned in June

Just inside the front door was placed a large box with a slotted cover into which the slips were dropped by customers before leaving the store. The slips were the usual kind but were stamped by a special machine with individual numbers. Nearly 6,000 slips were distributed by the first week of July and probably all were returned, to judge by the size of the piles of slips, which were daily emptied out of the box into the piles inside the windows. As the sale proved so unusually successful and people showed continued interest in the competition, the management of the store decided to keep it going until July 21 instead of closing it on June 30th as originally planned.

From a superficial examination of the piles it was apparent that men and women's names were fairly equally represented and the amounts of purchase were in many cases greatly in excess of the $1 minimum which entitled the purchaser to a chance.

According to the manager of the store, Mr. Potts, the names of many old customers appear on the slips but also there are a great number of new friends, and in this way the firm is building up a splendid mailing list of really worth while customers.

The idea has the hearty endorsement of the Workman store and is worth trying out anywhere.

Snappy Show Cards Sell Goods

Incidentally, the Workman firm have earned a reputation for clever, snappy window ideas which are decidedly novel and fresh. Mr. Potts confesses to be the author of many of the most original window show cards and has lately registered good success with a display of belts which were advertised as follows: "We are broadcasting these belts quicker than a radio flash." And the price, an extremely low one, capped the climax, leading to a quick clearance of the belts. Early this month a raincoat sale proved a distinct attraction to hundreds of customers who quickly snapped up the bargains offered at $7, $9, and $11 a piece. These raincoats by the way, were really good quality and had no other publicity than a good window display.

The Workman store windows have been likened to a "real show" by customers who have made the rounds of the windows on Craig and McGill Streets and chuckled over the different epigrams pasted across the window by Mr. Potts, who however, wisely makes the point of his fun hinge on his merchandise and thus creates a feeling of good fellowship right on the street, which is unfailingly confirmed when customer and sales staff come in personal contact.

BRINGS NEW WAYS

(Continued from previous page)

the effect of his entire silhouette unless he can see himself head to foot.

Collars fill the corresponding half on the other side and are stocked in every conceivable style and shape. Three glass sample cases confront the customer who enters the front door so that the item of collars naturally flashes across his mind whether he came in for them or not.

Shirts fill up several large plate glass show cases, while neckwear is ranged neatly according to pattern on T-stands down both sides of the store. There is an entire absence of overcrowding and a freshness and neatness about the store that promises to bring returns in the way of increased business.

The windows are arranged each week by an expert dresser who also creates the artistic show cards and will originate a "stunt" to attract the attention of passers-by in order to introduce the new store. Early in June a big cake of ice in which a new straw hat was frozen called forth much comment among the frequenters of the Main, and the hint that "Our Straw Hats Keep You Cool" was promptly taken. Other features of an equally arresting nature are to be tried out each succeeding Saturday in order to focus the attention of the buying public on the type of store which Norman's Ltd. aspires to be.

The firm is composed of Messrs. J. and P. Norman, both of whom are well known and popular, especially with the older men's trade in which they intend to specialize. Their venture in introducing an entirely new brand of merchandizing methods into this conservative and highly competitive district should result with entire success.

Chevrier's of Winnipeg had a novel competition for school boys, for the winners of which radio sets were given. The boys were required to write on one of the following subjects, "Radio and its future," or "Why I want a radio set."

Rod Weir, sales manager of Fashion Craft, manufacturers in Montreal, personally supervised a special sale put on by Patterson's of Brantford, Ont.

H. Richardson who was formerly with S. Schwarz of Windsor, Ont., has taken over the business conducted by M. Kohmer. He intends to rearrange the interior and operate it as a modern men's furnishing store.

Making Certain of Efficient Salesmanship; Systems in Operation by the T. Eaton Co., Ltd.

Knowledge of Merchandise and Training in Salesmanship Are Foundation Stones of Their Business Structure—Employees Required to Pass Examinations Covering Character of Merchandise to be Handled by Them and How to Handle It—The Follow-Up System of the "Shopper"

KNOWLEDGE of merchandise and training in salesmanship are two of the foundation stones on which the T. Eaton Co., Ltd., have built up their business. The former includes definite instructions to all the salespeople in the organization regarding new merchandise coming into the store; the latter includes definite instructions regarding store systems, the handling of customers and the displaying of merchandise to the best advantage so that sales may be increased. From the very moment an employee is engaged, systems begin to operate which inform the Efficiency Department just what experience the beginner has had, what more is required, where there are weaknesses that need strengthening.

Early Classes

The earliest instructions given beginners with the T. Eaton Co. have to do with store system, that is, making out sales slips, transfer slips, slips for out of town buyers, and all the other kinds of sales slips used to cover the various transactions that go on in this great organization. Examination papers are written by the new clerks at the conclusion of a certain amount of instruction and they are marked just as if they were being carried on under the regulations set forth by the Department of Education of the Province of Ontario. Not until these elementary instructions are thoroughly understood by the new clerk are they in a position to undertake the active duties of salesmanship in one or other of the hundreds of departments throughout the store.

Studying Merchandise

A thorough knowledge of merchandise is regarded by the T. Eaton Co. as one of the first essentials of successful salesmanship. Nor is the acquiring of this knowledge left to cursory instruction or review. Before a clerk is sent to the classes of instruction it has been determined what department he or she shall be engaged in. Then follow very definite and comprehensive lessons, covering the origin, the manufacture of, the care of, the various makes of the particular class of merchandise under review. For instance, if a young girl is going to the fabric department, samples of staple and the very latest fabrics received by the department are sent to the classes; the pupils are instructed in the texture, the qualities, the durability, and all other points of interest regarding the fabrics which they will sell over the counter. It is not a general understanding of fabrics; it is a very specific understanding of the actual fabrics sold over the counter.

An Example

At the present time, hosiery is one of the liveliest departments in many stores. The styles and textures are very numerous and a good deal of study is required to thoroughly grasp all the information necessary to make an efficient hosiery salesperson. Here are the thirty-six questions which have to be satisfactorily answered by clerks going to their hosiery department of the T. Eaton Co.

1. What are Thread Silk Hose?
2. What are Glove Silk Hose?
3. What are Fibre Silk Hose?
4. What are Worsted Hose?
5. What are Cashmere Hose?
6. What are Union Hose?
7. What are Percentage Hose?
8. What are Plated Hose?
9. What are Union Plated Hose?
10. What are Fleeced Hose and what is the purpose of fleecing?
11. What are Balbriggan Hose?
12. What are Cashmerette Hose?
12. What are Lisle Thread Hose?
14. What are Mercerized Hose?
15. What advantage has a Lisle Hose over an ordinary Cotton Hose?
16. Which will wear the better, regular cotton or fleeced?
17. Has a Glove Silk Hose any advantage over a Thread Silk?
18. What do customers usually understand "Ingrain" to mean?
19. What are Spliced Hose?
29. Name and describe the three different styles feet in hosiery.
21. If a customer asked how to launder colored silk hose, what should be suggested?
22. If a customer asked for Heather Hose what should be shown her?
23. Has a Cashmere Sole any advantage over a Cotton Sole?
24. What is a Maco sole?
25. What are Full Fashioned Hose?
26. How are Fashioned Seamless Hose distinguished from Seamless Hose?
27. How are Mock Seam Hose distinguished from Fashioned Hose?
28. What is the advantage of a Full Fashioned Hose over a Seamless?
29. Why are Full Fashioned Hose higher in price than Seamless?
30. What is meant by Out Size Hose?
31. What are the standard widths of regular and out size Hose?
32. How should a customer be handled who asked for Llama Hose?
33. What does "Multiplex" mean?
34. Which will shrink the more, white or black cashmere? Why?
35. What is the difference between natural cashmere and white?
36. What is meant by a machine sock hand finished?

Instruction of this kind is given throughout all departments in the store in order that every salesperson may be well equipped with knowledge regarding the merchandise handled.

New Merchandise

In the case of new merchandise further instructions are given, though this is not given in the various class-rooms. The heads of sections or departments, after becoming acquainted with the names and characters of the new merchandise, undertake to instruct the salespersons in his or her section regarding it. Another system operates (to which we shall refer later) which shows whether this instruction is being satisfactorily given or not. It is not left, therefore, to individual study of new merchandise coming into the department. Uniformity of understanding is essential so that there may be no misunderstandings as to names of merchandise, else the advertising department (which is also informed of the names and character of all new merchandise) might refer to some merchandise by a name not understood by some salesperson in one of the departments and confusion or loss of sale might result when a customer comes in to inquire after an advertised line of merchandise.

Instruction In Salesmanship

The problems of salesmanship are as varied and numerous, almost, as the sands of the sea shore. The time devoted to studying these problems of salesmanship is fixed according to the former experience of new employees of the T. Eaton Co. Regular classes are held, of course, and here is a list of questions, each one of which receives at least an hour's discussion before the pupil is asked to write an examination paper on them.

1. State what in your opinion are the "duties of a salesclerk."
2. How can the salesperson make the most of these "duties?"
3. What is your idea of "Service?"
4. What forms of address would you

use to the following customers? (a) The one who has just approached the department, (b) The one who is in the deaprtment and you are not sure whether she is being served, and (c) The one who is handling merchandise.

5. What bearing have the following on a sale? (a) Your appearance, (b) Your manner, (c) Your tone of voice, (d) Your choice of language, and (e) Your method of handling goods.

6. In how far is a knowledge of merchandise and its uses a benefit in selling?

7. Describe the sale, which, in your opinion, is a satisfactory transaction.

8. State what, in your opinion, could be done to increase your individual sales.

9. How should the following customers be dealt with?

(a) The customer "just looking."

(b) The customer who asks for something not in stock.

(c) The customer with an exchange.

(d) The customer who states she can buy the article elsewhere for less money.

(e) The customer who demands your attention when you are engaged with another customer.

The "Shopper" System

Not only does the Efficiency Department send new employees into the various department well equipped for their tasks but they see to it that the efficiency of the entire sales' force is not allowed to deteriorate or become impaired in any way. This is done by means of a "shopper" who is periodically engaged by the firm. This shopper buys according to the daily advertisements appearing in the press. As a rule, the morning papers carry advertisements devoted to style talk or new merchandise, while the evening papers are given over to special values or sales. The shopper will go to such and such a department and ask for a line of merchandise advertised, say, in the morning paper. Suppose, for instance, the salesperson states that they haven't that merchandise or that it is to be found in another department. Something is wrong. It may be one of a number of things that has gone wrong. The advertising department may have called the merchandise by the wrong name, or may have given the wrong department for it. On the other hand, the head of the section or department may have failed to properly instruct the salespersons in that section as to the proper name of the merchandise, or the salesperson may have failed to read the daily advertisements appearing in the papers, or the salesperson may be deficient in his or her understanding of the merchandise.

That is only one phase of the shopper's work. She may ask the salesperson questions regarding the character of the merchandise, she may carefully note the bearing, the procedure, the language of the salesperson. The shopper is in possession of the information which the Efficiency Department seeks to impart, and she is able, therefore, to test the knowledge of the salespersons regarding these points. Of course, the shopper makes full reports to the Efficiency Department of her work and in this way it is found out where further instructions are necessary, whether there are faults to be corrected. where there are weaknesses that need strengthening, where the efficiency of the entire organization can be brought to and maintained at a higher standard.

MAKES PLANS FOR OPENING SCHOOL

IT IS wise to bear in mind that school and college openings for the fall season are only a few weeks off. Have you laid any plans for getting business from mothers for their children, or from young men who go out of town to college in some of the university cities of the Dominion? For the boys, something in the nature of a contest or a premium is sure to create an interest that ought to develop into a number of sales. There are fads that appeal to boys, fads in the way of little sporting novelties that they like. To give one of these away with the purchase of each suit of clothes is bound to enlist the enthusiasm of the boys in promoting sales in your store.

For the young men going to college, personal letters with special announcements regarding style and quality of merchandise will appeal to them or their parents. Careful plans should be laid for securing this trade. It is the opening of good fall business for the retailer.

Rutledge & Jackson, a picture of whose window appears above, lay claim to being the oldest established firm of its kind on the north shore of Lake Superior and one of the oldest in any line. They carry clothing, furnishings and headwear for men and boys, trunks and valises, shoes and hosiery for the whole family.

The reproduction of one of their windows as shown above is an indication of one of their policies, namely, that they specialize in sporting footwear and clothing. Their display manager, George Oliphant, in this display makes an attractive appeal to the golfers. This firm realizes that there are fine profits to be had in golf clothing and equipment and they have gone in for it very strongly. Rutledge & Jackson report business in their city—Fort William—very satisfactory and they have abundant faith in the future of the twin cities because it is a great grain handling port and because of the rapid growth of the pulp and paper industry. A paper mill is being built in each one of these cities this year.

The Art of Showcard Writing

Persistency is a Talisman to the Showcard Writer—Thick and Thin Capitals and Numerals—Gothic Capitals Condensed—Lower Case Roman Italic Modified—Capitalization—An Important Feature of Layout

By JALEXO

PERSISTENCY is the talisman to which the showcard student owes obedience—nothing much can be accomplished without keeping everlastingly at it. To the beginner, it seems to be some sort of natural magic that enables the expert showcard writer to bring out the hidden capabilities of letters and numerals and to give the appearance of neatness and symmetry to any card regardless of size and style. The perfection of the "finished artist" is within the reach of every student now following these lessons. Surely it is not beyond the limits of reasonable anticipation on the part of beginners to attain a measure of success within several months.

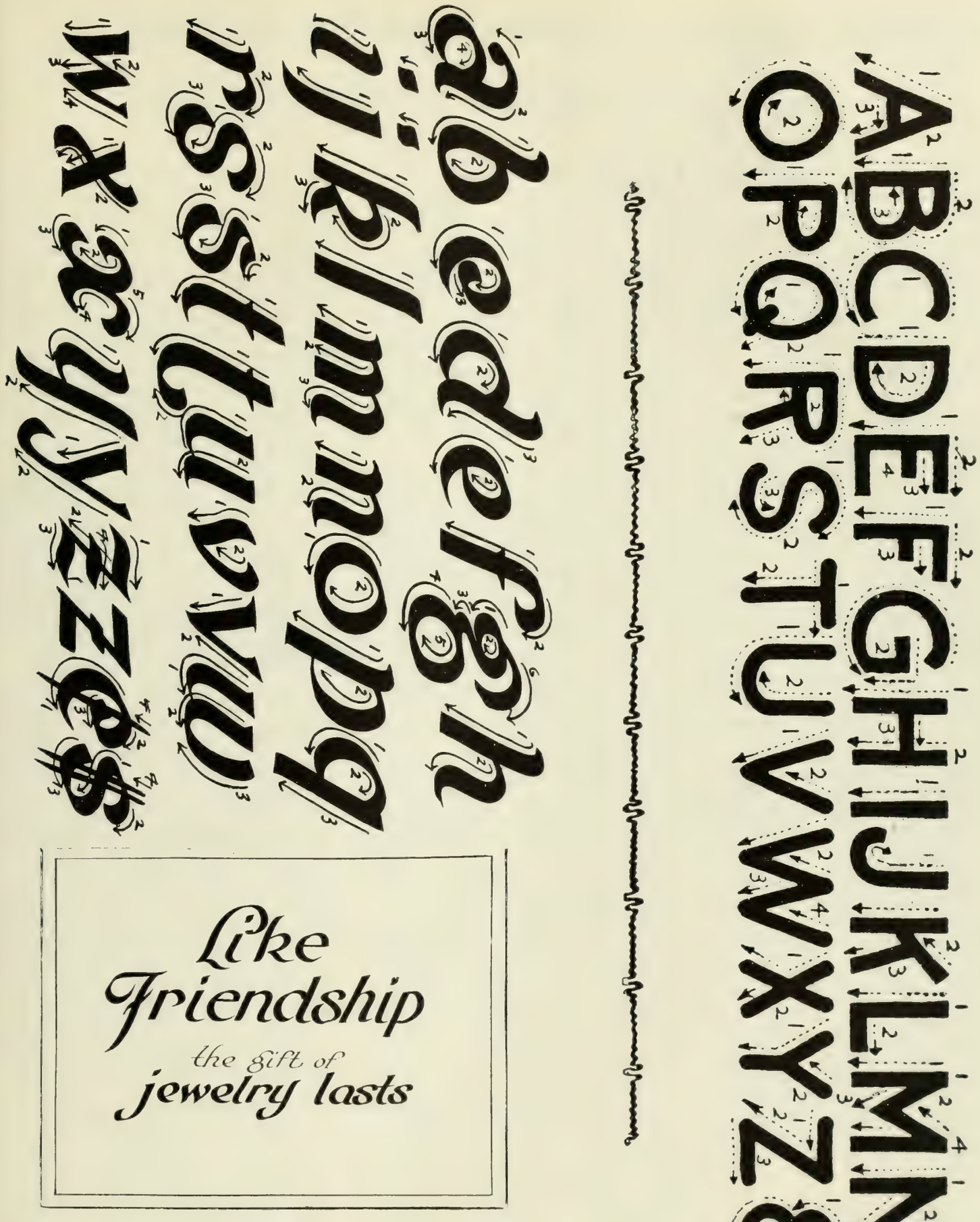
Thick and thin letters and numerals are executed in double stroke style. That is, it takes two strokes to do the thick parts of the characters. The thin strokes are done in a single stroke. In lettering the "O" for example, first make the outer circle and then the inner one, being careful to obtain some kind of balanced effect. The letter "A" contains four separate strokes. The first one slopes toward the left and is a single stroke, since it is done with one stroke of the brush flattened out of course to the desired width. The thick stroke comes after the first and requires two separate strokes—the outer one being done first. You can see that it is equal to two thicknesses of the other strokes in the letter. Then comes the crossbar, and it takes but a single stroke drawn from left to right. This is the principle which governs the thick and thin alphabet. The trick comes in forming the characters so that they show no awkward joints. The brush should be kept at the same width by frequent "patting;" so that the thin strokes will appear of uniform thickness. The letter "X" requires that the thick stroke be made first. In the letter "Z" the top horizontal stroke comes first, the slanting stroke next, and the finish off with the lower horizontal one.

Condensed Gothic Capitals

In the plate illustrated herewith is shown an advanced method of constructing Gothic capitals. After considerable practice on the plate appearing in a previous article, the student, if he so desires, may try the quicker methods outlined here. It will be observed that in the circular letters, time is saved by making the entire curve of the "C" for example, in a single stroke. This can be applied to the other letters of similar construction. The letter "J" is shown executed in a single stroke. The student however, is advised to keep on with the two-stroke system of this letter until whatever time he feels equal to the single stroke letter. In this Gothic plate, too, are shown two ways of finishing off the letters. The top line illustrates the squared-off finish and the bottom line shows the rounded finish. It lies with the showcard writer to use which style he sees best for his particular purposes. Both styles have a place in the expert's technique.

Modified Roman Italics
Lower Case

This alphabet is easy to master. In the first place it is easier because it is italic. Italic letters are more easily constructed since they resemble handwrit-



ing in the nature of their parts and the angle at which they lie. In the second place, this alphabet is in single-stroke style and requires little, if any, finishing off at the ends, so with a well-kept brush, the student ought to be able to do these letters without "touching up" at the completion of strokes. This alphabet provides a quick and easy style for the small lettering on rapid sale cards.

Capitalization

The indiscriminate use of capitals evidences a lack of practical arrangement. Note the showcard illustrated, reading "Like Friendship the gift of

jewelry lasts." The display words are capitalized, and the other words are in lower case. The point of emphasis is this; do not use a capital in one word which has no more significance than other words not capitalized. If the word "gift," for example, were to be given a capital "G" the other words "jewelry lasts" would also be deserving of capitals. Here is something for the most advanced experts to ponder over. Every day there are excellent showcards marred by an indiscriminate use of capitals. A good idea is to refrain from using capitals in small lettering designed for simple reading matter. The card illustrated is a typical specimen of how to use capitals correctly.

LOWER PRICES

(Continued from page 3)

Naturally enough, these advances are not registered immediately in the price quoted by manufacturers of shirts and allied products. Their prices are based entirely upon production costs and owing to the fact that they must buy their materials from nine to twelve months ahead of the selling season, their prices are naturally lower on a rising market such as exists to-day. Unfortunately on a declining market this does not hold true, and though the manufacturer takes advantage of declining prices he gives the retailer every advantage in regard to rising prices.

As it is extremely unlikely that prices on raw materials will go lower, it therefore follows that shirt prices will not register any downward change either. But none will go up for spring because Montreal manufacturers bought fully a year ago, all the materials that will be required to make up next spring's shirt ranges. Novelty materials particularly will show no downward tendency and this information should be accepted as authentic by every merchant in the country.

Orders have been coming in very satisfactorily this month, it was reported at the head office of one shirt and collar firm, and business done on white shirts in particular is remarkably good. A shirt novelty introduced last month is proving popular with all classes of retailers, and features a new style collar and cuffs, the collar being made of unshrinkable fabric and the cuffs designed in a barrel shape, effective for summer business or outing wear. Such a model is developed in fine mercerized materials and is priced at $24 a dozen.

Maurice Hirsh has commenced business with a stock of high class men's furnishings at Grimsby, Ontario.

H. E. Davis of the Davis Raincoat Company, Montreal, is returning shortly from Europe where he has been studying conditions and investigating the possibilities of new materials.

Must First Sell Yourself

Cannot Sell Anything Till You Have First Done This—Customers Should Be Welcomed to Store—Big Business Men Were First Salesmen—Old Stock

WHAT SEEMS to be the matter with salesmen this year? Undoubtedly it is a fact that one of the principal obstacles that salesmen have to contend with to-day, is their lack of confidence.

It is impossible for a salesman to be a success unless he possesses self-control and unlimited confidence. One of the best methds to pursue in creating confidence, one hundred per cent., is, never try to sell anything until you have sold yourself from the top of your head to the sole of your foot, the idea that you have the best selling article ever manufactured.

Invariably it happens with a salesman, in trying to sell his prospective customer, he allows his customer to sell him in place of making the sale. Whereas, if the salesman was thoroughly sold, and sold to such an extent that he actually believed he was doing his customer a personal favor in making the sale, his customer could not originate sufficient pursuasive power to refrain from buying.

Fear Spoils Salesmanship

I have witnessed a great many salesmen the last quarter of a century allow their golden opportunities to glide by through being afraid. We all know that a good salesman is a hard worker, and the harder he works and the harder he thinks when he is selling, the greater remuneration he is going to obtain. I always figure, every time a salesman is turned down, he is that much closer to the goal of a big sale, but he must keep going.

How Courage Won Out

I remember one of the best sales I ever had the pleasure of making was in my younger days when I was employed in a big store in a large Eastern city. A very fine pair of horses drawing a beautiful vehicle drove up to the store and a very distinguished looking lady and gentleman entered. I heard the head salesman, who was near the door, say, "Here are some of the Four Hundred coming to wise themselves upon values." The gentleman expressed a desire to see some clothes and the head salsman called one of the chief clerks. In a very few minutes he made some kind of excuse and called me over, requesting that I show the gentleman some clothing. I could see that he was in doubt about these people buying any goods. In fact he was afraid of his ability to sell them, but it turned out that a five-year old school boy could have sold this man, as he bought two suits of clothes and an overcoat in twenty minutes, purchasing the very best goods we had in stock. The sale was being watched by quite a few salesmen as trade was not very good that day, and they all gave this professional salesman, (the super salesman, as we called him) the laugh for losing his nerve.

I could illustrate hundreds of sales being lost just through lack of confidence on the part of salesmen who have missed some excellent opportunities to make good sales. A successful salesman can never make any progress worth while where he does not show his appreciation to his prospective customer and prove that he welcomes their visit to his store. You must never allow a customer to feel that he is imposing upon you through attempting to buy, because he is entitled to service with lots of courtesy thrown in.

Big Men Were Salesmen

You have never seen a big business man who is not a clever salesman, because he has made a study of his business and he can talk intelligently upon the value of his merchandise, and he doesn't know what the word "fear" means.

It is the duty of the wholesale jobbers and manufacturers, when selling, to explain the merits of their goods to the retailer. We all know that is done in a general way, but they should be specific about each and every article which they sell to the retailer, and the retailer in turn should sell these goods to his clerks in the store. As you know, the retail sales people cannot tell a customer about the merits and values of their merchandise, excepting in a general way, but if they knew the reputation of the manufacturer who made the goods, the skilled workers employed in that factory and the quality, would not exaggerate, but simply be truthful and prove to the retail customer that they have confidence in this merchandise, also show in their salesmanship talk, through their explanation, that they are thoroughly sold on their line of merchandise, clerks would increase their sales fully 25 per cent.

Don't Forget Old Merchandise

One of the principal reasons why retail stocks in a good many stores consist of broken lines and unsaleable merchandise is because of the clerks getting enthused about the new goods, and forgetting the other merchandise. If an article was all wool and well made when it arrived in the store, there is no reason in three or six months why that wool article has changed to cotton or become shoddy. There is no reason why in the short period of time, ninety days or six months that the styles become distasteful to the clerks.

New Ideas For Anniversary Sales

In Planning the Sale Do Not Forget That There Are Two Sides to the Story—Anniversary Cakes With Drinks and Smokes—The Giving of Birthday Gifts Is a Good Feature of Such a Sale —Co-operation With the Small Boys

ONE of the fixtures of Canadian merchandising is the anniversary sale. It is somewhat of a problem, however, for the merchandise manager or the proprietor as the case may be to figure out some new way of putting this sale across in a way that will carry a new appeal to his patrons and prospects. There are some men who have been in business for a great many years who say there is nothing new in a merchandising plan, but a review of some of the plans that have been tried may bring to mind afresh some of the old plans that have been worked successfully.

It is not a bad idea for the merchandising manager or the proprietor to put himself in the shoes of the individual when planning this sale. When Mr. A. celebrates his birthday he is absolutely certain that two things will happen. First, he will be the recipient of gifts; and, second, he will be expected to dispense certain little niceties attendant upon such an anniversary. Coffee or tea or ices to the gentlemen who call on him, and smokes—if you happen to live in an unrestricted area you can serve something more mirthful than tea or coffee. It may be a somewhat commercial view of such happy occasions but it is the case nevertheless.

Perhaps the mind that plans the sale may sometimes forget the two sidedness of his anniversary sale. Of course, he expects to give good values and all that, but he also expects to close the books on the last night of the sale showing a profit. But has he made any plans to dispense some of those little niceties that a host dispenses when he celebrates privately a birthday anniversary? In other words, has he planned to really give away something for nothing with no strings attached? It seems to us that this is something that should not be overlooked in the anniversary sale — something should be given away for nothing .

Birthday Cakes

We have said before—and the opinion is shared by not a few keen merchandising men—that men's wear dealers would do well to take leaves out of the books of some of the dealers in women's wear. There is still a good deal of vanity in the male of the species, and he is just as susceptible to "dainty refreshments were served" as the proverbial "pink tea" lady. Ed. Mack of Toronto served refreshments on the opening day of his new store and not many men went out without partaking of them—some even liberally.

Ogilvy's of Montreal, Frieman's of Ottawa and Ward & Dewland of Oshawa are three firms that featured birthday cakes in connection with their anniversary sale. Ogilvy's had a cake weighing 500 pounds, Frieman's 2,000 pounds and Ward & Dewland served a thousand pieces on one afternoon to their customers. Instead of wrapping up a little piece of cake in a box the men's wear dealer might serve it with a drink of some kind and a smoke. It gives an atmosphere of friendliness to the sale and leaves a mighty good impression on the mind of the visitors.

One feature of the Frieman sale is worthy of emulation by men's wear dealers. It was their twenty-first anniversary sale and they gave away twenty-one birthday gifts to the twenty-one holders of lucky numbers that were given out with sales that were made. These prizes were displayed in the windows and added considerable interest to the sale. This plan might be copied to good purpose.

Another Plan

Find out in some way—a coupon in your regular advertising space would probably be the best way—the ages and date of birth of as many men, young men and boys in your community. Make the announcement that you are going to celebrate on a certain day one of your anniversary sales, but do not give the exact date of the opening of the sale. Make the announcement that you are going to give away birthday presents to all who celebrate their birthday on the same day as the opening day of your sale. This, of course, would necessitate a closing date for the receipt of the coupons. Make it plain that this applies to the young folks for they are a very valuable asset in such sales as these. Then make the announcement of the opening date of the sale and give some present that would be suitable and acceptable to men, young men and boys.

An additional feature might be that you give a special list of prizes to those who are celebrating the same anniversary as you are, that is, if you are celebrating your 21st anniversary, all those who celebrate the same anniversary on the opening day of your sale will receive a special prize.

Such a plan will work up a good deal of local interest that will bring dollars to your counters.

Using the Boys

Mouth to mouth advertising is said to be one of the very best and effectual forms of advertising. And there is no one like the boy for this kind of advertising; they are very valuable assets in working out a merchandising scheme if their interest is properly aroused. A very simple and inexpensive way to enlist their co-operation during an anniversary sale is to make the announcement that on a certain day during this sale they will be given a free balloon (or some other such gift) if accompanied by one or other of their parents. If you have wisely selected the gift there will be no doubt about parents coming to your store. On such a day you might feature some inexpensive specials. You would find, in all probability, that not many people would leave your store without a small parcel under their arm. It is another case of the little child being the leader.

Using Coins or Buttons

A certain merchant made novel use of coins (buttons would serve the purpose as well) in connection with one of his anniversary sales. On one side of the coin he had the picture of the founder of the business struck and on the other the announcement that the presentation of this coin at the store during the sale would entitle the holder to a ten per

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Suggestions for Business-Building Contests They Arouse Interest and Make for Bigger Sales

They Have Good Advertising Value and Often Form the Basis of Future Profits and Customers—A Contest Where People Study Your Store and Its Methods—Helping the Spring or Fall Opening —Watching Birthdays

CONTESTS always have been and always will be, in a measure, successful business getters. Stores big and little all over the continent have tried them and will try them again. They have a very real advertising value; they can be so operated as to bring some good business to your store, and they certainly can form the basis of future business, excellent mailing lists and fruitful prospects. Here are some suggestions for contests of one kind and another that were tried out and adjudged successful.

Studying Your Store

The other day one of the directors of the Chamber of Commerce of the United States Government made the statement that the retailer did no sufficiently take the public into their confidence with regard to the costs of doing business and the science required to successfully carry on a retail business. There may be something in what he says; it is true that many people have an altogether exaggerated idea of the profits that are being made in the retail business.

A certain shirt and collar firm in Boston some time ago offered cash prizes for the best prose or poetic article of 150 words on the subject, "What is the secret of our success." Their announcement of the contest was couched in such a way that it served as a good lead to the story that was to be written. "We have been in business for twenty-five years," it ran. "We believe we are safe in saying that no house in America carrying the same class of merchandise, is doing a larger business than we are in the same amount of floor space. During the years we have been in business millions of people have traded with us. The public know our system of advertising, our store policy and the character of our merchandise. Now, there's a reason for this very large measure of success which we enjoy. What is it? We want to know and we want to hear from you. During the next two weeks you are invited to visit our store, examine our new stock of merchandise, study our system of doing business, interview our clerks, and obtain all the information you can to aid you in this contest."

A good chance to bring a lot of people into your store and give them some idea of the problems of retailing, its perplexities and to show them it is not all profit.

Introducing New Merchandise

If you want to be sure of a good crowd of young men at your fall opening of suits and overcoats, perhaps this idea will appeal to you as a good advertising stunt.

Offer to the first hundred or fifty or whatever number you feel you can afford a ticket to a movie theatre. You might make an announcement something like this:—"One hundred tickets to the ——— theatre. From three to six o'clock this afternoon we will give one hundred complimentary tickets to the ——— theatre for the delightful performance of ———. The first one hundred people who come into our store after three o'clock will receive these tickets. No strings attached."

You might make some arrangement with the local theatre man for a good picture on that day. If it is more convenient you might hold the affair in the evening. The plan is pretty sure to draw a big crowd to see your new merchandise. A little music thrown in would make the event a pleasant one and a profitable one.

Arousing Curiosity

Here is an idea that might appeal to you because it will concentrate attention on your window for a few days.

You might announce that your display is supposed to represent a young man about to leave for a week-end trip, or a full dress party, or for golf, or for tennis, or whatever might make the strongest appeal locally. But state that you have left out one important article in the complete outfit which this young man should have with him. Make it a guessing contest, the guess being what this important article left out is. You might offer a small prize or some article of merchandise in your store that is useful to men. It might be wise to offer the same prize to the first ten men guessing the name of the missing article. The idea would certainly attract people to your window, and it might very well be used in connection with the showing of some particularly new and attractive merchandise you have just received.

Getting Them Young

There are some very keen merchandising men who say that a successfully operated boy's department is the beginning of big and sustained business throughout many years. A real, live business man looks to the future, has his eyes always on the future and its prospects for the development of his business. Here is a way to build for the future by getting acquainted with men when they are very, very young.

In these days birth notices are usually published in the local papers. Watch for them. And when a little boy arrives at some household create a card for that boy, giving the date of his birth, his address and, if possible, his name (full name). These cards can be so arranged that they can be turned up each day to see if any birthdays are falling due on that day. And when the birthday falls due send a little personal letter something like this:—

"Dear ———

We want to offer our congratulations to you on the ———th anniversary of your birthday; a long life and a happy one is our sincere wish for you.

"If you are having a birthday party and require a new suit of clothes or some little accessory, or if you are about to leave on a summer vacation and want some holiday clothes, or whenever you are in need of clothing or furnishings we hope you will ask mother to bring you to our store.

"We will be glad to see you any time. Make our store your headquarters for boy's clothing."

Yours very truly,

It is a card that will please the boy, arouse his curiosity, and flatter his mother. It is a business-builder with boys who will some day be men, and if you treat them properly, life-long customers of your store.

NEW IDEAS FOR ANNIVERSARY

(Continued from previous page)

cent. reduction on all lines of merchandise. This coin was sent out to a selected mailing list of regular patrons together with an announcement of some of the leading features of the sale.

Charter Car System

One of the most elaborate plans of celebrating a milestone in the history of any organization was that featured by the Hudson Bay Co. of Saskatoon, a couple of months ago when they chartered the whole street railway system for one day, giving free rides. It was their 252nd anniversary which ran in conjunction with the purchase of a very large business in that city. The plan is, perhaps, too large for most men's wear dealers but it could be run by a department store in a fairly large city, a store that has a good men's wear department in it.

Working Mailing Lists Helps Sales

Raymond, Binet Co., of Quebec, Have Found That Personal Solicitation Puts Many Sales Across—Keeps in Closest Touch With Club Men of That City—Have Worked Up Big Mail Order Business By This Method—Can Be Worked in Other Ways as Well

ACCORDING to C. P. Raymond of the firm of Raymond, Binet Company of St. John Street, Quebec, a live mailing list can be made to produce 100% results as often as a fill-ip is needed in business. This firm, which is now entering on its eleventh year of successful effort in catering to the wants of the men of the city of Quebec, circularizes its customers as often as once a month and even more often when occasion warrants, and results are invariably so satisfactory that enough orders for clothing are secured to last three or four weeks ahead after each campaign.

Quebec is a city of clubs, both business and social, and Quebec men have long enjoyed a reputation for scrupulous grooming and punctilious observance of the nicieties of dress which have descended generation by generation from the first English settlers from the old country who were the first to form a British colony in Canada. As most of them were army officers, accustomed to all the formalities of military life as well as court functions, it was second nature to them to demand the best and most correct attire both for civilian as well as military wear.

Above is a reproduction of the store of Raymond, Binet & Co., Quebec.

Types of Clubs to Draw on for Names

When some of the names of the various clubs are mentioned, it can readily be understood what a scope there is for building up a live mailing list from their membership whether they be devoted to the enjoyment of sport or purely political or commercial. There are golf, tennis and squash racquet clubs, fish and game clubs, the Garrison Club, of a purely social character, as well as about half a dozen other business organizations composed of hundreds of citizens of influential standing. As must be evident, the membership of such clubs is mainly composed of older men, who have achieved some degree of success and business distinction and this usually entails a preference for quiet clothes of good cut, hand tailored by choice.

To cater satisfactorily to such a clientele has been the aim of the Raymond, Binet Company and that they have succeeded is evident by the fact that they are now employing a staff of 20 expert tailors right on their own premises in order to keep up with the demand for custom tailored clothes.

Not only is the demand on the increase from local customers, including those on the mailing list, but enquiries and orders are constantly being received from all parts of Canada to which former Quebec men have removed, and suits are even ordered from the Western provinces of Alberta and British Columbia by former customers of the store.

Mailing List Helps This Year

Yet this remarkable development of the special order end of the business by no means interferes with the regular clothing and furnishing trade done by this store, and the boy's department alone keeps the staff busy as well. According to Mr. Raymond, there never was a time when mailing lists could be used to greater advantage in all branches of men's wear business than right now. Take golf clothing, for example. "We have sold so many golf outfits this Spring through our personal letters that we have more business than we can attend to," was the way Mr. Raymond summed up his experience.

The personal letter is not regarded as an advertisement for special sales by the Raymond, Binet firm, but rather as an intensive field to be cultivated at least once a month. Great care is exercised in the preparation of these letters for they reflect the character and personality. Typing is used and the topic of the letter is always timely and calculated to arrest the attention of the prospective buyer.

(Continued on next page)

NEW CLOTHING FIRM ORGANIZED

A new clothing firm has been organized with offices and factory at 624-626 King Street West, Toronto, called the Canadian Wholesale Tailors, Limited. The officers of the new company are:

President—A. F. Pennylegion.

Vice-President—J. W. Cox.

Secretary-Treasurer—A. J. MacKay.

It is the intention of this firm to market a line of high-class clothing and also to handle special made-to-measure business to which, at the present time, they are devoting special attention. The name of their brand is "The Apex."

The same idea of using a personal mailing list can be equally well applied to a store which caters more especially to the working class, if information can be obtained at local factories and plants as to the number of employed men and some idea of the wage rate. Special lots of good clothing or overcoats can thus be advertised in the most efficient manner, reaching the type of purchasers who are most directly interested, and prices can be adjusted to appeal to each type of employee from the highest paid to the lowest. Thus, men who are earning eighty cents an hour for an eight hour day are likely to show interest in better grade clothing than will the laborer who is paid only $3 or $4 a day. The cashier of any plant will provide the names of the men employed, and the important point about circularizing the working man is the fact that he is not so accustomed to receiving mail and will consequently give more attention to anything which is addressed to him personally.

Keep Record of Sizes Sold

One of the surest ways of getting results from a personal letter, it is claimed, is to mention the size of the customer in question as though the management had recalled the last sale made and kept each individual customer in mind. If a special sale of odd suits is being advertised, it will pay to keep in mind all those customers who have been a little hard to suit and who will appreciate hearing of a bargain in their size. Keeping a record of sizes would not be difficult if a definite system is adopted. Entering the names of customers on different colored cards, was the plan tried out by a Buffalo firm with good success, a blue card being used for overcoats and a yellow one for suits, and on each the customer's name, address, size, price and cost of alteration was entered so that when special sales occur, notices can be sent to those men who take just the sizes offered. It is beneficial to enclose a few snatches of fabrics with a personal letter as well, since many men prefer to see the actual fabrics for themselves. A letter on the subject of the new Fall shirts could be enhanced two-fold by the addition of half a dozen neat little samples attached thereto.

Build Your List To-day

Begin by using your regular sales slips each day and gradually add the names of new customers as they are secured from clubs, factories, etc., and keep the mailing list constantly up to date, watching for any returned letters denoting wrong addresses or removals. Do not overlook old customers who move away, as often they would prefer to continue dealing with a store which knows their tastes and financial standing. As in the case of the Raymond, Binet firm of Quebec, a store should never forget that personal solicitation is the most potent form of advertising and one that nearly always brings 100 per cent. results.

Planning A Summer Clearance

Here are some points well worth bearing in mind when planning your summer clearance sale. The Ely & Walker Dry Goods Co., of St. Louis give prominence to this slate of ideas in their house organ.

"In getting out the advertising for your sale—go through stocks carefully and thoroughly; note the merchandise, and describe each item in detail whether for newspaper advertising, circulars or personal letters.

"Prices must be attractive, and usually a consistent comparison of prices is advisable, especially where the reductions are so radical as to excite the prospective customer.

"General statements — meaningless generalities—will not get the business. There must be actual statements of prices in figures that the reader can understand and comprehend.

"Such general statements as '25 per cent discount' mean much to the retailer—because it is the cutting off of any possible profit—yet very few customers are going to figure the saving in actual dollars and cents. It is a much stronger statement to say—'Regularly priced, $1.50, reduced for the clearance to $1.12.'

"Then comes another secret for a successful sale:

Variety Necessary

"There must be wide variety of merchandise included. Hundreds of intended sales have fallen down, resulting in keen disappointments because there was a lack of variety, and the sale did not impress the people as being of any consequence. Interest as many people as possible, and as many members of each family as possible.

"Learn to rely upon your wholesaler for some special lots that will sweeten up your stocks—that will enable you to advertise some specials that will ring out for miles, and at the same time make it possible for you to realize a satisfactory profit based upon an almost instantaneous turn-over.

"The same rule applies to display windows as to advertising—there must be variety of merchandise displayed. It is best to arrange unit groups in the windows—that is, having related items in groups, rather than a general variety distributed over the entire space. By arranging your window in unit groups —the general appearance of the window can be changed every two or three days without the extra effort of being compelled to put in something new every few days. The interior of the store must also be arranged with merchandise out in sight and properly ticketed.

"Personal letters should be prepared in advance, along with large circulars, to be sent to a selected list of people who perhaps do not get the local paper. Many retailers are even going so far as to duplicate their newspaper circulation with 'bills' and letters."

Increase in Business Due to Addition of Made-To-Measure

If a men's wear dealer is doing a bigger business this year than last there must be some very good reason for it. That is the opinion of men in the trade. With the decrease in the selling price of merchandise and general business conditions that do not lend themselves to prodigal buying, keeping up with last year's records is not an easy affair.

Yet there are not a few merchants who are doing it. T. J. Sheppard & Sons, 2925 Dundas Street West, Toronto, are among them. Their business this year shows an appreciable increase over the same period of last year.

And the reason for it—that is, one of the reasons—is to be found in a new made-to-measure department they have added to their other lines of merchandise. Requests for made-to-measure clothing were carefully noted by the firm and it was finally seen that they had a very good market for this line. They decided to install a new department and, after doing so, made it known widely through advertising.

It has been very successful and the increase in the business this year over last just about equals the amount of business that has been done in that one department.

There is one other reason for this increase in business that should not be overlooked. Just before Christmas of 1921 they had their store renovated and now it is one of those handsome, up-to-date stores that reflects the permanent growth of this city. With infinitely better windows for display, with better interior equipment for display and convenience in serving customers, they have made new friends and bigger sales.

Business Better Than in 1921—Why?

Advertising, Salesmanship and Window Display Are Three Elements of Successful Merchandising—Experience of a West Toronto Merchant—Improving Medium of Advertising and Driving Home the Fact of a Rising Market

IN A general way it might be said that successful merchandising has three main avenues of approach—advertising, salesmanship and window display. The scientific co-ordination and co-operation of these three elements in store management will round out an organization that will take good care of itself in good times and bad. Their proper application to the management of any business will interest people in your store and its merchandise; will bring them to your store and inside it, and will send them away with parcels under their arms. To deprive a business of any one of these three elements is to stunt its development; and a business that does not develop as it should and as it might is a drug on the hands of the proprietor and an enemy to the whole development of the particular district in which it is located. The growth of Business Men's Associations in certain districts of large cities, and in many of the towns and cities of the Dominion is the growth of an idea, an idea that will develop as time goes on. Merchants are realizing the fact these days that frequent changes of ownership in any district are harmful to that district because it unsettles confidence; the converse of this in practice is that merchants will, some day, be freer in the exchange of ideas so that the standards of business ethics and management will be elevated. That will mean greater confidence in business men and their methods.

Showing an Increase

But we have wandered away a little from what we intended to write about. We have mentioned three elements of successful business. They were suggest- to our mind after a conversation with Mr. Johnston of the Johnston Clothing Co., 2959 Dundas street, Toronto. Mr. Johnston stated to us that his business during the first six months of the year was ahead of last year by some hundreds of dollars. That is not a universal complaint these days. We were interested in knowing the reasons he assigned for this increase in business. West Toronto is, largely, a workingman's district. Had the employment situation improved? No, he said, it had not; in fact he doubted if the situation in that particular district was even as good as a year ago. He doubted if there was as much money in circulation as there was a year ago. And a third fact to be taken account of was that merchandise was cheaper than it was a year ago. But still here was this increase to be explained.

Strike is Off

The first reason mentioned by Mr. Johnston was that the so-called "Buyer's Strike" was off. As he had analyzed it, this strike was participated in by people who could really afford to buy merchandise if they wanted to. But for some reason or other their confidence had been shaken. Markets were falling and Mr. Johnston's long experience in business leads him to the conviction that it is next to impossible to get people to buy on a falling market. Speculators won't do it on the stock market; consumers won't do more than they have to of it at a time when prices are falling.

Now this strike, he believes, is definitely over. The dear public are pretty well convinced that prices have hit the bottom. They don't deny that there may be some fluctuations but they do not believe they will be of a sufficiently radical nature to keep them out of the market for their legitimate requirements. The strike is off. It has left them shoppers, looking for the best they can get for the money: but they need merchandise and are convinced that, some place, it can be bought at the right price. Confidence is happily restored and with it the purse strings are being loosened, that is, the purse strings of the majority of people who are able to buy.

One Element Lacking

We have mentionel three elements of successful merchandising—advertising, salesmanship and window display. Mr. Johnston stated that, in their case, one of these elements was lacking last year, an element that is regarded by most business men as the biggest of all business-builders—advertising. That district up until three or four months ago was not properly served by any advertising medium. The big Toronto dailies had a fair circulation there but their rates were prohibitive because they asked the same price from the district merchant as from the downtown merchant though his field was infinitely smaller. Consequently, he had to stay out and no other medium reached all his prospects. The Business Men's Association of that district got together and got behind a new local or district paper that has a wide circulation in West Toronto.

Business has been better since that paper started, so Mr. Johnston says. Their prospects are being reached with regular messages about merchandise and prices and the people of West Toronto are alive to opportunities right at their door that they had too little knowledge of before. The effect of regular and aggressive advertising in that whole district is beginning to make itself felt. It might be pointed out, too, that there are other merchants in that district who show a better balance sheet this year than last and they all speak of this new medium of advertising that has been started. The combined effort of business men put into a live advertising medium is bringing business.

Higher Prices

Mr. Johnston believes that higher-prices talk is a good stimulant to business. As we mentioned before, people are not keen to buy on a falling market. They are always thinking that things will be cheaper to-morrow. Therefore, they wait. That is not the case now. If anything, prices are on the upturn; in most lines, at all events, they are very firm. Mr. Johnston makes use of the fact in his salesmanship. He tells customers about prices. If there are lines here and there on which advances have been made, he drives the fact home with all the force he can. Customers stop and listen. And they are more disposed to buy. A rising market is a good "urge" and he never fails to make use of it with a knotty customer.

Perhaps, out of these suggestions there may be some hints to increase your own business.

RETAIL SALESMEN

A suit of clothes was being examined with an eye to purchase. "It looks well" was the comment "but it is very rough to the touch." "That shows its quality. Fine, soft cloth has an artificial finish that fools lots of people!" An explanation of how this alleged finish is applied was not convincing.

Linen handkerchiefs were being bought and the question was asked why they have not come down in price in the same ratio as cotton: "Oh, linen all comes from Ireland and during the political troubles they have not been raising any."

A rubber ball was required and the salesman produced one of the right characteristics except that it had a very offensive odor. "What causes it to have such an odor?" "Oh, that is the smell of really pure rubber and will soon pass away." This answer is a compound of pure ignorance and indifference to the truth since the offensive odor bore no resemblance to that of rubber and the ball, after six months exposure to the air still "smells to the moon."

George Henry Robbins, assistant manager of the Parker's Dye Works, Toronto, Ont., died very suddenly at his home on June 11.

Retailers' Problems in the West

Annual Convention of Saskatchewan R.M.A. in Regina Representative Gathering, and Marked by Much Interesting Discussion on Vital Subjects—T. H. Masterson, Regina, the New President

THE 9TH annual convention of the Saskatchewan Provincial Board of the Retail Merchants' Association was held in the City Hall Auditorium in Regina, Sask., in the early part of the month. Mayor Grassick extended the welcome of the city to the delegates and in his address stated that the people of Regina knew what problems the retail trade have been up against during the past year and more. They appreciated the difficulties of the association and of its members. "I know I speak for them," he said, "when I say they are glad to see you gather together to discuss your problems, and I hope the convention will be successful in every way."

Distrust in Old Days

E. B. Gass, president Regina Chamber of Commerce, also welcomed the members of the R. M. A., and stated that the retailers were coming together to discuss business at a critical time. He had been engaged in trade in Western Canada a long time, and he remembered the time when such an organization as the retail merchants had now, would have been impossible.

"There was too much distrust in the old days, but the co-operation that the members have to-day is a splendid idea."

He brought out the fact that he would like to see the merchants take up the question of good roads in the province, as they are very essential for the betterment of business. He also reminded the merchants of the association of the Boards of Trade of Saskatchewan and pressed for co-operation between the two organizations.

Good Retailers a Necessity

G. W. Stockton of Carlyle, replied to the address of welcome on behalf of the retailers and thanked the mayor and Mr. Gass. He believed that the business of retailing is second to none. It is necessary to have good retailers. He believed that the people of this country were coming more and more to realize the difficulties of the merchants, and the sooner they realized them, the sooner the problems of the association would tend to disappear. In speaking of the middleman, Mr Stockton stated that he is performing a service that is necessary, and as the people demand it and are paying for the same there should be no kick coming. It is up to the Retail Merchants' Association however, to see that there were no more middlemen than the people wanted.

Jack Wood, of Swift Current, president of the association, referred to the financial difficulties of the past year or two.

President Wood's Address

"We have been forced to study the strictest economy," he said, "in order to bring the association to the position in which it now stands. No doubt as many of you are aware, our financial conditions did not appear any too rosy last year, but through cutting down the different departments and overhead expense, we are glad to say we are in a strong position.

"The financial position of many of the merchants was still not as good as might be desired, but it was steadily improving, and the members of the organization might look to a brighter future." Speaking of the discontinuance of the collection department, which had been maintained by the association, he said it had been decided to drop it because it was costly and it had never given the service it was originally intended to give.

Why The Association Failed

"The reason why this department did not pay," he continued, "is because the bills sent in by the members for collection were old debts on which every effort for recovery had been made before they were turned over to the department, and in many cases the majority of them were impossible to collect. Under this condition the association was not given a fair chance to make good. The cost was more than we could afford to pay for the service, and, therefore, it was discontinued, which had also resulted in the cutting down of the staff and further economy."

JACK WOOD
of Swift Current, Sask., who presided at the convention of Saskatchewan Retailers in Regina.

He referred to the amendments enacted at the last session of the provincial legislature to the Hawkers and Peddlars Act. They were partly satisfactory, but further representations must be made before the government in regard to this contentious law. He also referred briefly to the freight rate problem and said that the association was strongly represented on group dealing with this problem and the members might expect results.

Mr. Wood pointed out the cash and credit systems in vogue in the province, and stated that more retail merchants to-day than ever before were doing a strictly cash business. The members might emulate the systems adopted by the mail order houses of the country, and would do well in adopting their system.

Tax Collection Discussed

J. A. Banfield, Winnipeg, president of the Dominion Board of the Association was to have spoken at the convention but a telegram was received from him stating it would be impossible for him to attend. He extended his congratulations to the assembled delegates and wished the convention success.

A telegram from the officers and board of the Ontario Provincial Association containing greetings to the Saskatchewan Convention was received and read to the audience by the chairman.

In his address on taxation P. McAra, federal inspector of taxation for Saskatchewan, outlined his work. He referred to the difficulties he had encountered in reaching all the taxpayers and finally went into technical details in regard to filling out of returns by merchants. The West is a difficult place to collect taxes with its population scattered over miles of country. It is relatively easy to collect taxes in an urban community but to go into the highways and by-ways of Saskatchewan was work for a large and highly efficient organization.

Big Problem of Retailer

There were several classes of retailers doing business in the West and the worst ones were those who did not see the necessity for annual stock taking. The one who did not worry about the wholesalers and the banks and the one who did not see why he should submit to the government a statement of his expenditure and revenue, assets and liabilities. The speaker declared that the branch of the department in Saskatchewan was trying to make friends of the people. It was trying to make the merchant, the professional man and the worker co-operate with it, for that is the only method by which it could be efficiently operated.

Dean Rutherford of the University of Saskatchewan, in addressing the retail merchants of Saskatchewan, remarked that the big problem of retailers, farmers and every citizen of the province was to strive to establish permanent homes, thus making for the progress and stability of Saskatchewan.

A question of importance was presented by the executive committee in regard to the Dominion Government Bank Act, section 88, which allows banking institutions to take liens on crops, threshed grains or seed grain in return for loans to the owners and does not make it necessary for these liens to be registered within a certain time limit as other instruments are required to be.

It was explained that a lien taken by a bank is the first charge in all cases against the grain or chattels or stock of a farmer. It may be taken in secret, that is by agreement between the bank and the owner who is accepting a loan and is not registered and in reality gives the bank power of attorney.

Serious Matter for Retailers

Secretary F. E. Raymond read a letter which stated that he had confidential information from a bank clerk that arrangements were being made between the elevators and the banks under which all grain cheques issued during 1922 and 1923 would only be made payable to the persons to whom the cheques were issued. This would be a very serious matter to the retail merchants as it would mean that if this action were taken the grain cheques would have to be paid through the local banks, and when the latter were creditors, they would seize the money before the creditor merchant had a chance to get his share, even though it were the intention of the owner of the cheque to divide up the proceeds.

A. J. Humphries of Raymore, said a farmer had told him that a bank manager had stated that all grain cheques must be cashed through the bank. While he characterized this as a bluff he expressed the opinion that it was a practice which should be discountenanced.

This was generally conceded to be injustice to creditor retailers who are thus excluded from ascertaining prior claims to their own. A resolution was unanimously passed urging the federal government to amend the bank act requiring such encumbrances to be subject to registration.

Provincial Secretary's Report

Provincial secretary F. E. Raymond made his report in part as follows:

"The year through which we have just passed has been one of re-adjustment for us as it has been for you who are actively engaged in commercial pursuits. You have felt the pinch of falling prices and have had to take your losses, in some cases serious in the extreme. Doubtless, there are those among you who protected against this loss by taking advantage of a rising market in previous years as you were quite justified in doing. Many did not do so, but rather gave to their customers full advantage of the price at which they were able to buy. As a result of this, there are some who found it extremely difficult to tide over these strenuous times, and have only been able to do so because of leniency shown them by their creditors. The situation has been accentuated by the conditions surrounding the 1921 crop from the time it was put into the ground until sold. As you all kn the crop was sown and harvested under war prices and about the time it was ready for market the price dropped t practically a pre-war basis, with disastrous results to the agricultural interests. This reacted with almost equally serious effect upon the retail trade for two main reasons. First, that quite generally speaking, retail merchants were unable to collect their outstanding accounts. Secondly, because buying among those interested in agriculture was restricted to a very large extent. This condition still obtained, although perhaps not to the same degree because of the favorable prospect surrounding crop conditions at the present time, and because also of those who were able to hold grain for a time secured a better price for it, which allowed them something to the good on the year's operation. There is a lesson here which I think we can take to heart to good purpose and that is the utter dependability of the commercial life of the country upon agriculture, and I feel that we should strive to assist agriculture to the very limit of our ability.

Arranging for Meetings

"The conditions which I have very briefly outlined have, of course, had their effect upon the Association through falling membership and in other ways which will be dealt with in some detail later on in this report. However, I am pleased to say that owing to the vigilance of your provincial Executive we have weathered the storm successfully and are now in an easier position financially than we have been for some time. We have not been able to do all that we would like to have done, by way of holding meetings in various parts of the province. That the importance of this is appreciated is illustrated by the fact that we have been requested during the course of the year to arrange for meetings at which the merchants from a number of towns would be brought together at some central point. We were compelled to forego them for financial reasons.

"During the months of August and September we were privileged to have with us our Dominion president, J. A. Lanfield of Winnipeg, and our Dominion secretary, E. M. Trowern of Ottawa, who, following the close of the Dominion Convention at Winnipeg, addressed meetings at Regina, Moose Jaw, Swift Current, Prince Albert, North Battleford, Saskatoon and Yorkton, at all of which the attendance was good. In every case the merchants in the district surrounding the city where the meetings were held were circularized, which resulted in quite a number from outside points being present on one occasion. It is my hope during the coming year to arrange a number of meetings throughout the province and to have at each one a speaker of some note along commercial lines in addition to an Association representative.

Falling Off in Membership

"We found it necessary in January of this year to close our Collection Department in the Provincial Office in so far as the handling of accounts on a commission basis is concerned, owing to loss incurred in its operation. Moreover, due to existing conditions the results being obtained were not satisfactory to ourselves, nor were they to those for whom we were handling the accounts.

"Our membership at the present time is somewhat less than it was at the beginning of January, 1921, but it has not decreased to the extent that one might think, considering the trying times through which we have passed. Many of those who have not renewed their membership would have done so gladly had they considered that their financial position warranted them in doing so. Whether they were justified in taking this stand is an open question, but the fact remains that they could not see their way clear to pay out any more money for any purpose than was absolutely necessary. Our actual paid up membership on December 31, 1921, was 2,157. At the present time it is 1912. A decrease of 245 covering a period of seventeen months. This reflects a considerable amount of credit on our two organizers, Messrs. McQuarrie and Anderson, and also speaks well for the esteem in which the association is held."

T. H. Masterson to Lead Saskatchewan Branch of R. M. A.

Election of officers for the ensuing year resulted in T. H. Masterson, Regina, being elected president; G. G. Wray, Regina, first vice-president; Ralph Miller, Prince Albert, second vice-president; A. J. Humphries, Raymore, third vice-president; S. E. Fawcett, Saskatoon, treasurer, and F. E. Raymond, Saskatoon, provincial secretary.

J. Wood, of Swift Current, expressed the pleasure he had in his work as president and paid a warm tribute to the assistance rendered by the executive and the devotion of the staff of the provincial office.

T. G. Masterson, the newly elected president, in accepting office expressed appreciation of the services rendered by his predecessor, Jack Wood. The merchants endorsed the remarks by rising and singing "He is a Jolly Good Fellow." Three cheers and a tiger.

At The Convention

The following Saskatchewan merchants registered as delegates to the Convention:—

R. Maze, Assiniboia; John G. Klotz, Alan; A. T. Forrester, Aneriod; H. Elliott, Admiral; W. M. Sisson, Assiniboia; S. Pergamit, Aneroid; T. G. Grosby, Broderick; S. Whittaker, Briercrest; Harvey Ashton, Briercrest; Andrew Walton, Benson; A. H. Griffiths, Benson; W. M. Johnston, Corinne; G. W. Stockton, Carlyle; W. J. Robinson, Davidson; M. Bronstone, Darmody; Ben Brachman, Edenwold; T. B. Dynes, Fleming; A. Wedin, Griffin; D. Brownstone, Herbert; A. M. Brownstone, Herbert; George B. Sharpe, Herbert; J. F. Funk, Herbert; J. A. Leoppky, Herbert; Roy J. Rinker, Hazenmore; F. J. Hoskin, Hearne; T. E. Maxwell, Grand Coulee; W. M. Aitkin, Gull Lake; S. J. Smith, Gull Lake; W. Thatcher, Limerick; S. K. Gryde, Leader ; H. A. Stone, Leader; F. W. Dalzell, Liberty; S. S. Hall, Lloydminster; K. M. Taylor, Moose Jaw; C. Williams, Moose Jaw; Hugh Morrison, Moose Jaw; J. W. Allen, MacRorie; W. E. Clothier, Indian Head; R. C. Finley, Kincaid; J .A. Williams, Kincaid; J. Haddadd, Kincaid; William Maxwell, Kincaid; A. J. Wyman, LaFleche; John Bullied, Lumsden; W. B. Scott, Langham; W. Ballingal, Moose Jaw; George J. Morrison, Moose Jaw; Clem Alexander, Moose Jaw; A. B. Tedford, Mortlach; A. T. Breton, Montmartre; E. E. Andrews, Moose Jaw; A. F. Haddad, Meyronne; R. A. Miller, Prince Albert; R. Foret, Pontiex; H. S. Andrews, Pangman; A. M. Scott, Meyronne; J. P. Beauchamp, QuAppelle; J. H. Hamblin, QuAppelle; J. Humphries, Raymore; J. F. Robinson, Regina; James A. Struthers, Regina; Granfield Wray, Regina; H. D. MacPherson, Regina; P. A. Butcher, Regina; W. M. Van Valkenburg, Regina; James Morton, Regina; S. Johnson, Regina; G. W. Anderson, Regina; A. Hunter, Regina; Staffen, Regina; R. H. Williams, Regina; R. W. Handel, Regina; J. T Lawson, Regina; J. A. McLachlan, Regina; Theo. Zeats, Regina; A. Aird, Regina; W. Cluff, Regina; W. J. Newman, Regina; J. Schwatzfeld, Regina; G. D. Raymond, Regina; H. R. Lumby, Regina; L. R. McVicar, Regina; F. K. Kimsch, Regina; Jack Wood, Swift Current; J. G. Laycock, Swift Current; S. Schwanz, Rocanville; R. H. McLeod, Rocanville, J. H. Craig, Rouleau; Thomas Smitton, Stilton; A. Gryde, Sceptre; W. J. Wheeler, Sedley; W. J. Keller, Shaunavon; W. W. Cooper, Swift Current; F. E. Raymond, Provincial Secretary, Saskatoon; H. G. Pizzy, Saskatoon; W. B. MacQuarrie, Saskatoon; J. L. Hutchinson Saskatoon; T. R. Brown, Saskatoon; R. J. Wall, Saskatoon; S. E. Fawcett, Saskatoon; H. T. Bevans, Saskatoon; A. J. Ries, St. George; W. C. Poynter, Tantallon; H. E. Hamilton Unity; Huck & Kleckner, Vibank; W. E. Haggfie, Vancouver; H. Talbot, Wilcox; R. Midmore, Wilcox; John T. Scott, Willow Bunch; W. C. Wright, Woodrow; G. W. Eisnor, Woodrow; C. O. Glover, Windthorst; V. R. Code Watrous; G. O. Grest, Watrous; O. Thierman, Webb; E. H. Hawkins, Winnipeg; W. R. Kell, Winnipeg; L. C. Woodill Winnipeg; A. H. Presswood, Yellow Grass; J. C. Baker, Yellow Grass; A. H. Wilkinson, Yellow Grass.

Retailers of Saskatchewan Are Exhorted To Co-operate For Good of the Community

ADDRESSING the retail merchants of Saskatchewan at their annual convention, on the occasion of their banquet on the closing evening of the R. M. A. banquet in Regina, Hon. C. A. Dunning, Premier of Saskatchewan, was the chief speaker. The newly elected president, T. H. Masterson was in the chair. Other speakers on this occasion were W. W. Swanson, professor of economics at the University of Saskatchewan, and N. S. Jones of Hamilton, Ont.

Premier Dunning, speaking on the problem of credits as related to existing conditions, declared there were th kinds of credits; merchants' credits, wholesalers' credits and bankers' credits. The trouble with all three classes of credits in the past had been that when credit was not needed badly it had been very free but when it became a vital necessity they had all got cold feet. Credit had always been either too free or non-existent. In the matter of credit they had been extremists.

Referring to the credits extended by merchants to their customers, the Premier urged them to "be easy and if you cannot be easy, be as easy as you can."

The province of Alberta, he said, had had to pass legislation to compel creditors to be easy. He did not want to see legislation of that kind enacted in Saskatchewan and he felt sure as the result of conferences the government had had from time to time that such legislation would not be necessary here.

Retailer Unjustly Criticized

Prof. Swanson, in his address, remarked that retailers and wholesalers had been unjustly criticized on the ground that they stood between the producer and consumer, but people did not stop to consider the countless services they rendered between the production of the raw articles and its receipt by the consumer. If it were not for the work of the retailer and the middleman the whole economic fabric would collapse. The retailer held the strategic position in the realm of commerce and if he did not live up to his responsibility there was suffering all along the line.

The speaker emphasized the necessity for proper preparation for the business of merchandising. Both farming and retailing were highly scientific industries and special preparation was necessary to insure success and to render service. If the retailer prepared for his job he had one of the biggest opportunities and tasks in life. Some of the troubles of the present day were due to the fact that men had gone into the business in a haphazard way without making efficient preparation. It was not only necessary to prepare beforehand but after they were in business it was essential to be on the alert and to keep up-to-date.

Favors Cash Basis

Another necessity for the present day was to get down to a cash basis of doing business, or nearly as possible to a cash basis. People had been spending too much on things that counted little in life. Until people met their debts they had no right to the moving picture class of luxuries.

In concluding, the speaker emphasized the importance of co-operation among the retailers to promote efficiency, co-operation with one another and co-operation with their employees in order that real service could be rendered. What was needed was the kind of co-operation that sank personal differences for the benefit of the community as a whole. They must get that kind of thing in the local community if they were going to have it the world over.

WINDOW DISPLAYS

(Continued from Page 33)

were in the act of falling. Flannels, neckwear, striped blazer coats and outing shirts, etc., were all plentifully represented displayed on moderately high stands at equal distances from the bags, and each group bore its individual price ticket indicating that holiday apparel is not necessarily an extravagance.

Next door, the Fournier & Labelle store windows presented an equally inviting effect, a feature of the showing being a range of fine shantung silk shirts at $3.95 which proved a good attraction to many business men at the week-end. These shirts are being worn a great deal by military men for the various Summer camp meets this year, as being cooler and lighter than the regulation khaki shirt. Handkerchiefs always receive attention in the window displays of this store, and are usually arranged in piles of a dozen criss-cross fashion at one of the corners, priced at $1.35 a dozen or thereabouts. These are not novelty goods but the regulation white hemstitched styles, and this display which is a permanency as a rule, certainly does much to stimulate the sale of handkerchiefs for every day use by means of this suggestive method.

The Biggest May in His History

This is the Record of a Toronto Retailer—Believes That Business-Building Means Confidence-Building—Many Men Unsuccessful Because They Change Policies Too Often—Takes Time to Build up Successful Business

"I hesitate to tell you this because I fear there are many who will not believe it but we did the biggest business during the month of May we have done in any May of our history."

That is the statement made to Men's Wear Review by a Toronto men's wear dealer. He carries a nationally advertised brand of clothing and a very large stock of furnishings. He does a liberal amount of advertising himself of a character that commends itself to the judgment of his clientele, apparently, because it brings results. He is in a very good locality and says that his customers are mostly brokers, bankers, doctors, lawyers and other professional men. He believes that the millions of dollars being spent in Toronto by the Toronto Transportation Commission is undoubtedly helping business, though he does not believe it contributes very directly to his business because of the character of his clientele. The men who deal with him, he says, have money all the time, though he does not deny that they do buy conservatively at times. They are men who practice economy but who can be reached at all times with the right kind of appeal and with the right kind of merchandise.

Rome Not Built in a Day

But what are the reasons behind this biggest month of May in the history of this store. Not all men's wear dealers are able to say the same thing.

The head of the firm summarized these reasons in two or three phrases—then elaborated them.

"We did not run a sale of any kind or offer any specials for sale; we did not use a single comparative figure in our advertising; and we bought and sold only quality merchandise."

There is nothing new in those phrases—this merchant says so himself—but then he goes back a bit. He did not say that Rome was not built in a day but he inferred it when speaking of his own store. He has built up his business on a consistent policy from which he has, he says, never deviated. That policy is quality merchandise at all times. He has appealed to men on that basis; he appeals to them through his advertising, through the mouths of his salesmen, through his treatment of customers who are dissatisfied with anything they buy at his store. He regards confidence-building as a synonym for business-building. And you can't gain a customer's confidence in a day. It takes time. That is his opinion and he says that big business now is the cumulative effect of many years of building confidence that has built business.

Employees Week Will Help Sales

There is nothing like an extra commission to put "pep" into business. This scheme has been tried out and has resulted in increased sales for the week and a better "family feeling" in the store.

The management of the entire store is given over to the clerks for one week, that is, they arrange for special sales, they arrange the advertising and the interior and the window display. They run the business, having proper regard, of course, for the name, reputation and financial interests of the store.

The feature of it that appeals strongly to them is that the proprietor offers them a special commission on all sales during this "Employees' Week." Not only is their pride aroused by giving them a free hand in the management of the store but their desire for bigger sales is aroused by the handsome bonus offered on sales during the week.

Frequent Changes Harmful

This merchant believes that many retailers are unsuccessful because they change their policies too frequently. They pick up this and that and the other idea and seek to apply it to their own store when it was never intended to apply to his store at all. He instanced the case of an idea that he has applied to his own business gathered from trade paper. He says if he never got another idea in his life from that trade paper it would be worth all the years of subscription to it that he had ever paid or ever intended to pay. Ideas, he thinks, should be carefully weighed and applied if consistent with a store policy that is being persistently and consistently adhered to year after year. "I know a doen merchants in this city who have missed success because they have jumped from this policy to that one and, in doing so, have failed to build up the confidence of men in their business," he says. "And when you have lost the confidence of men you might as well go out of business. You can run a business by fooling the people during peak period and perhaps make enough money to retire from business, but if you're going to stay in business you can't operate that way. I think I could make as much money in four years as I am now making in ten if I went at it in a certain way, but I want to stay in business.

Quality and Buying

It has been said that this merchant banks on quality merchandise. He stresses it in his advertising. He tells people why his merchandise is quality merchandise, why it will give satisfaction, why it is bought with a view to serving the customer with quality rather than price. He says he is, and has been for years, building his business on quality, not price. And he backs it up with guarantees if it becomes necessary to do so, a guarantee of satisfaction to the customer either by exchange or money refunded. He goes after the best merchandise he can get. He is not susceptible to the salesman who comes to him and says that because of his volume (that is, the merchant's) a special price will be given him by the firm this salesman represents. He believes that any firm that offers him a special price on a line of merchandise detracts, in some manner, from the quality of that merchandise when making it up. He is willing to pay the price for quality merchandise, as willing as he is determined to get a fair price for quality merchandise.

Customer Always Right

The customer is not always right but this man lets the customer think so, just the same. To argue with a man is to antagonize him and so—within reasonable bounds—he does not argue with him. While a representative of Men's Wear Review was talking to this merchant a man came in with a shirt which he wanted to exchange. He said the color had run and he had been told that it would not, in other words, the shirt was guaranteed. It was easy to see that the fault was with the washing; it had probably been left wrapped up too long after being washed and it was damp. But what was the use of telling this young man that his mother did not know how to wash a shirt? It would offend him, it would offend his mother, and it would certainly not make a friend for the store. So he simply exchanged the shirt. He doesn't have to do much of that but when the occasion arises it is done whole-heartedly and in such a manner that the customer is thoroughly satisfied with the service given.

Yet it is worth remembering that confidence is the only safe basis of a permanent business, and that unsatisfactory merchandise sold over the counter to any customer is remembered by that customer long after the price is forgotten.

KNITTED to impart to the garment an elasticity that will stand the most strenuous bending and stretching.

Atlantic Underwear is sold to dealers at a price that allows a generous profit on each garment.

ATLANTIC UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR Limited
Moncton, N.B.
E. H. Walsh & Company 46
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
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SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

Service for Sale

Sales manager offers his connection, experience and time in developing and handling selling force for

Made-to-Measure Clothing for Men

Is familiar with the best districts of Canada from Halifax to Vancouver on account of having travelled the Dominion appointing Agents.

Salary—Five thousand per year and commission against which will be turned in an active selling force who are handling advertisers' registered brand of tailored-to-order clothing Their work will go on uninterrupted.

This is a BIG chance for a house prepared to give good values and service and who desire a large outlet for their goods. Apply to Box 24, MEN'S WEAR REVIEW, 143-153 University Ave., Toronto.

WANTED

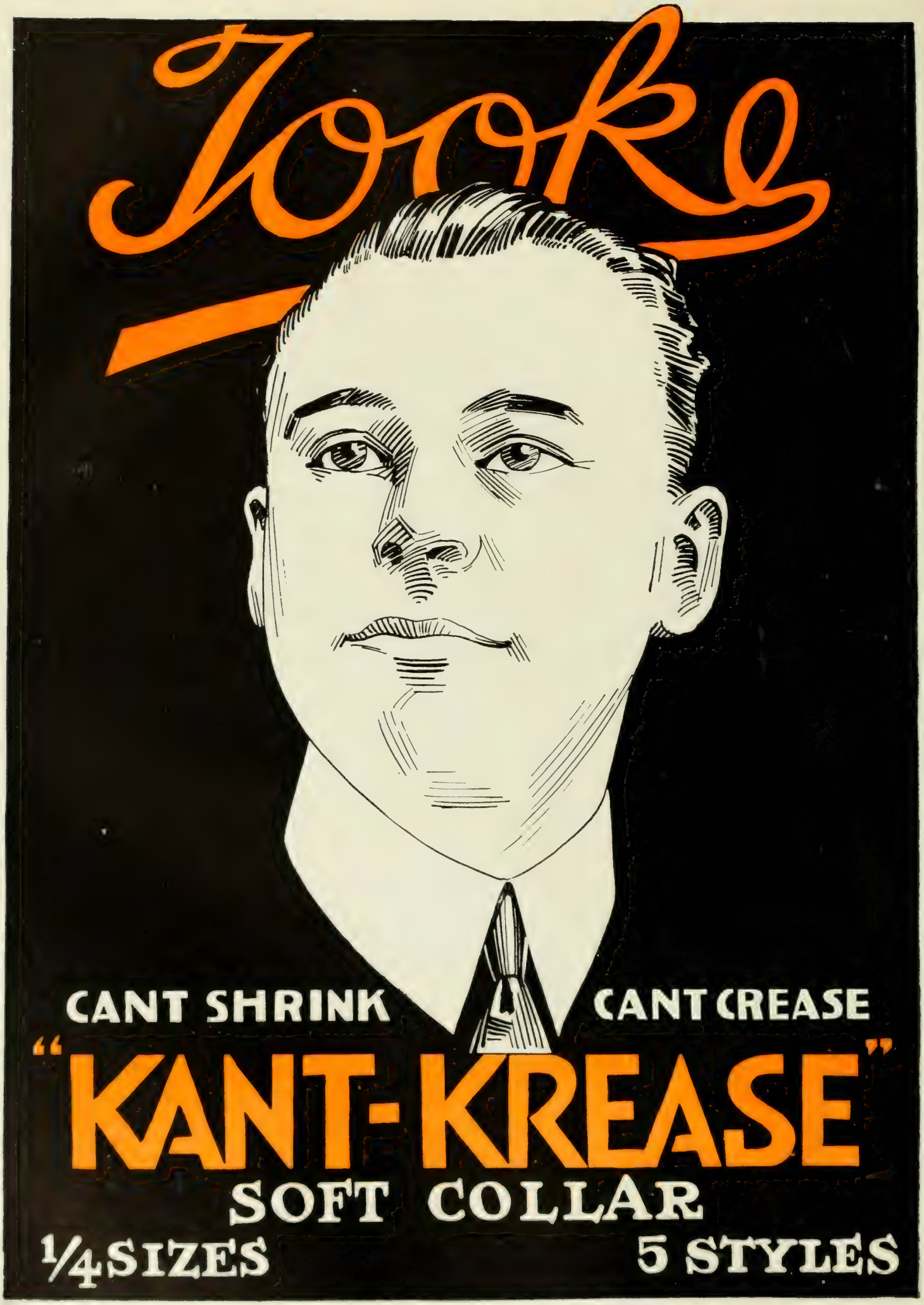
SALESMEN WANTED IN ALL PARTS OF Canada who have a following among the Gents' furnishings and Department Store buyers to carry a line of men's neckwear on commission. Small samples; quick sales; write for particulars to E. Poyer, 225 River Road, Niagara Falls, Ontario.

Turnbull's
"CEETEE"
THE ONLY UNDERCLOTHING THAT IS REINFORCED AT ALL WEARING PARTS
MADE IN CANADA
MADE BY *Turnbulls* OF GALT

LANG Shirts for Fall are now being shown by our representatives. You will find in the showing the favorite patterns for the coming season, particular attention being paid to neat effects with Starched Collars to match.

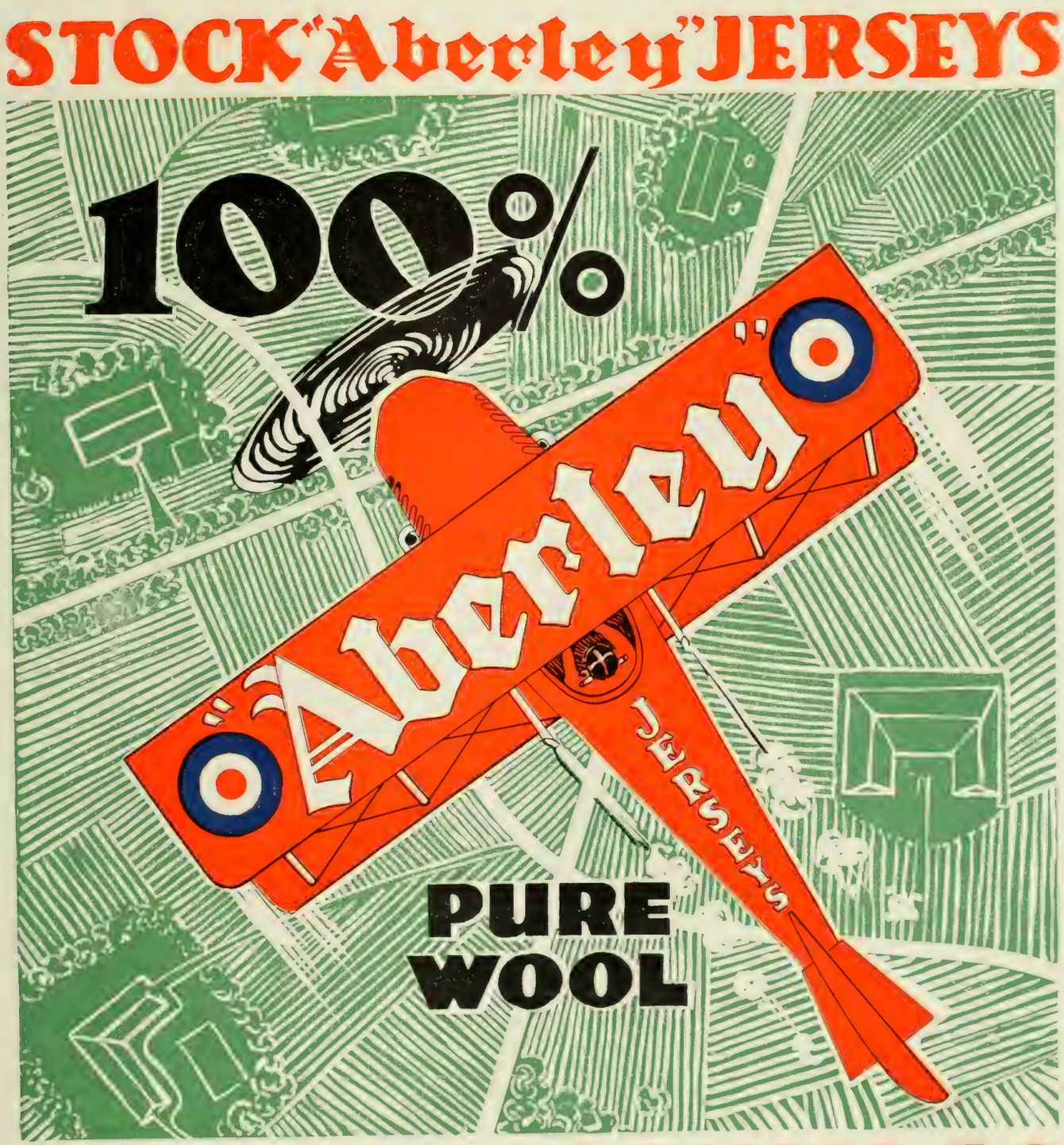
THE LANG SHIRT CO., Limited, Kitchener, Can.

Lang **SHIRTS**


Tooke
CANT SHRINK
CANT CREASE
"KANT-KREASE"
SOFT COLLAR
1/4 SIZES
5 STYLES

MEN'S WEAR REVIEW

Vol. XII. No. 8 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | AUGUST, 1922



Here's merchandise with all-year-round sales possibilities

THE steady-going citizen who spends his money carefully has started to spend again. Almost forced out of the market by the feverish rise of prices above his income, to-day he has found his feet and is buying.

He is seeking as he has always sought—Quality. You will find him looking for the product of established reputation for consistent quality.

When he comes into your store wanting absolutely dependable and thoroughly established merchandise, at just prices, be prepared to give it to him. It's the way to quick sales and satisfied customers, to volume without increased overhead.

OUR

4 Men's Wear Departments 4

F-Knit Goods for Men
I-Men's Fancy Furnishings
L-Strand de luxe Shirts
M-Working Men's Wearables

Can Supply All Your Needs

"RACINE" Working Shirts
"PENNANT" Fine Shirts
"STRAND" (de Luxe) Shirts
"RACINE" Overalls
"SAMSON" Pants
"RECORD" Sox

Alphonse Racine Ltd.

"Men's Furnishing Specialists"

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe, Que.

Repeat orders for Stanfield's Underwear will be filled promptly at present prices just as long as our stock of raw materials and finished underwear will permit.

Head Office—Truro, N.S.
Mills—Truro, N.S.

Mills—Amherst, N.S.
Warehouse—370 Donald St., Winnipeg.

Peck's

SHIRTS-CAPS

We have assembled an assortment of shirts and caps of many original and pronounced patterns and a choice selection of staple designs.

Men of discriminating tastes will be quick to recognize the beauty of comfort and durability in these lines—with workmanship and appearance that will have the right appeal.

Be sure and see them

JOHN W. PECK & COMPANY
Limited
Montreal Winnipeg Vancouver

Peck's

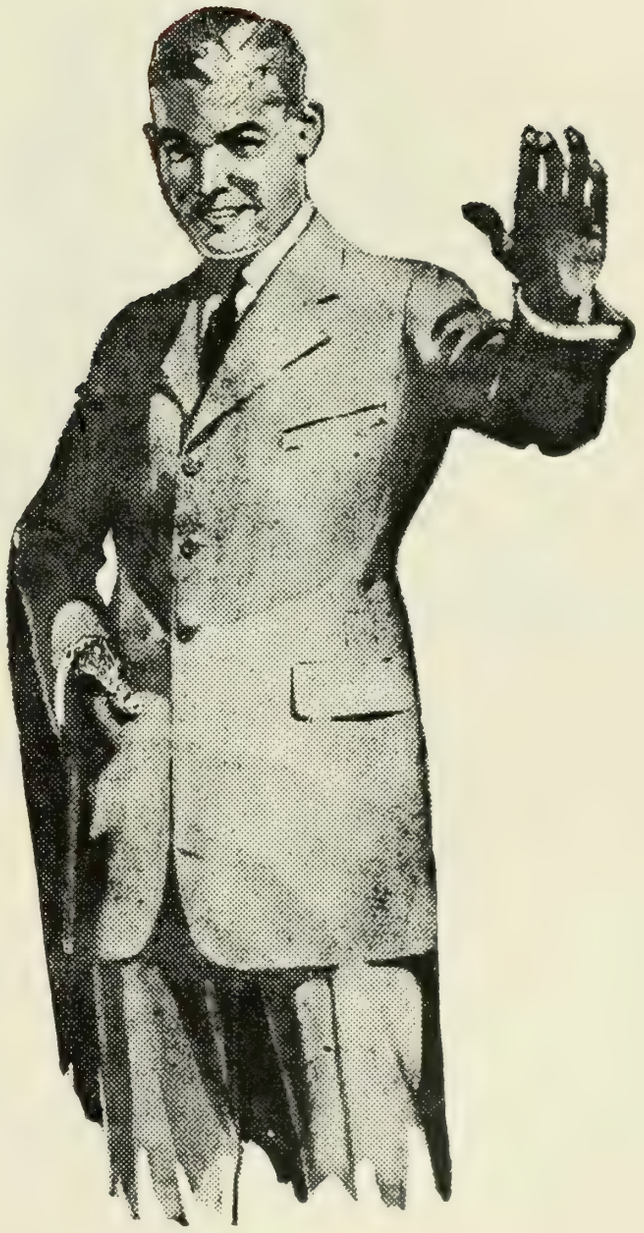
Quality Clothes

for Men and Boys

Peck's Clothing from the designer's first idea to the finisher's last touch, is built on quality.

Superior workmanship and careful designing in every garment enable us to guarantee not only correct styles—but clothes that will retain their shape.

Plan on seeing the Peck samples before finally deciding.



JOHN W. PECK & COMPANY
Limited

Montreal Winnipeg Vancouver

The Supreme Brand

NEW LINES *in* FINE SHIRTS

for FALL *and* SPRING

For your immediate wants or for Spring Placing in Supreme Brand you have a wonderfully wide choice of fabrics and patterns. In colored shirts, with laundered collar, there are several numbers that will go over big. And note how generous the larger sizes are—they will win and hold the custom of big men.

ACME GLOVE WORKS, Limited

MONTREAL

Biltmore Jr.

Smart New

Leather Yoke Ulsters

Even though you have not yet ordered for Fall you need not lose sales, for we have a complete stock and can make prompt deliveries of wanted lines. Their smartness, fit, finish and reasonable price make Acme Ulsters, in all the popular shades, a profitable line for progressive merchants.

The Leather Yoke is a distinctly new feature that will have a universal appeal among men who want style, comfort and long service.

ACME GLOVE WORKS, Limited

MONTREAL

Two Monarch-Knit Leaders

Above: Eagle Cap in good weather.
At the Right: Eagle Cap in bad weather.

Patented in Canada
Patent No. 217269

We are the sole Canadian manufacturers of the Eagle Cap.

THE Eagle Cap

THIS cap is so elastic that it always keeps its shape. It has a touch of real style, at the same time meeting the actual requirements of the man and the boy who must be out of doors during the winter months.

The earlaps and bands of the Eagle Cap button back neatly at either side for ordinary wear, and readily pull down and button tightly under the chin forming a muffler when the wearer needs the best possible protection to the ears, neck and face.

An Excellent Profit on every Sale

WE ARE manufacturing both these caps on a strictly quality basis. The material, workmanship and finish are of the very best. They have the style, comfort and utility that will attract buyers and give the greatest satisfaction in actual wear.

The Monarch Knitting Co., Limited

HEAD OFFICE: DUNNVILLE, ONTARIO

Factories: Dunnville, St. Catharines, and St. Thomas, Ont.

Manufacturers of Knitted Outerwear—Hosiery—Hand-knitting Yarns

BRANCH WAREHOUSES:

TORONTO
Ogilvie Building
Cor. Bay and Wellington Streets

MONTREAL
Dubrule Building
Phillips Square

VANCOUVER
408-409
Mercantile Block

For Fall and Winter Selling

THE

The ArctiCap

A HIGHLY desirable cap for all kinds of winter weather. Ideal for winter sports of every kind. Here good looks and comfort go hand in hand. To wear it is really a pleasure. In fact no man or boy can afford to be without one.

For good weather it is neat in appearance, in fact snappy, and for bad weather the earlaps turn down covering the ears and the entire back of the neck affording splendid protection against cold and snow.

Above: ArctiCap in mild weather.
To the Left: ArctiCap in cold weather.

Patented in Canada
Patent No. 219161
We are the sole Canadian manufacturers of the ArctiCap.

Price $11.50 Per Dozen

(Both Eagle and ArctiCap)

Boxed in ½ Dozens, Solid Size and Color

RETAIL PRICE $1.50 EVERYWHERE

COLORS—Brown, Navy, Maroon, Oxford.

SIZES—Small, 2 to 6 Years; Medium, 6 to 12 Years; Large, Youths' and Men's

Delivery Sept. 15 Assured

Send Your Order To-day

When they ask for the Underwear that Mother always Buys

We are advertising Dods-Knit Underwear this season in the newspapers strong. The key-note is contained in the phrase "The Underwear That Mother Always Buys." She buys underwear for the whole family and she always chooses some of the Dods-Knit lines, according to whether husband, son, daughter or the children are to be provided for.

Dods-Knit Underwear is a staple line in the Canadian trade, with a staunch reputation. We are not letting it go at that though. Notice the ads in the daily papers this season. And be prepared when customers mention Dods Underwear as "The Underwear That Mother Always Buys."

The DODS-KNIT Line

Underwear For the Whole Family

DODS-KNIT BEAVER FLEECE, including vests, drawers, combinations and bloomers for ladies; and sleepers, waists, bloomers, vests, drawers and combinations for children; and two-piece suits and combinations for men and boys.

DODS SCOTCH KNIT AND DODS ELASTIC KNIT, for men and boys. Guaranteed 100% pure wool.

DODS MERINO AND NATURAL WOOL, a fine medium weight for high-class trade. Men's, Women's, boys' and girls'.

Every garment carries the Dods-Knit trade-mark.

MADE IN CANADA TRADE MARK DODS - KNIT

Look for this trade-mark when they ask for Dods-Knit, "The Kind That Mother Always Buys."

Selling Agents

Ontario and Western Canada

R. READE DAVIS
Manchester Bldg.,
33 Melinda Street
Toronto, Ontario

Quebec and Maritime Provinces

WILLIAM C. FORSTER
128 Bleury Street
Montreal, Que.

The Dods Knitting Company Limited

Orangeville - Ontario

HERE'S A WAY TO
Make Your Profits on Our Capital

You Take the Measure, We Do the Rest
No Odd Sizes

Your Profits are in $$$
No Old Stock

			Dr.	Cr.
200	Made to measure Suits, average retail price	40 00		8000 00
200	" " " cost "	30 00	6000 00	
200	" " " express	1 00	200 00	
100	" " " Trousers, average retail price	10 00		1000 00
100	" " " cost "	7 50	750 00	
100	" " " express	50	50 00	
100	" " " Overcoats, average retail price	40 00		4000 00
100	" " " cost "	30 00	3000 00	
100	" " " express	1 00	100 00	
	Net Profit on suits	1,800 00		
	Net Profit on Trousers	200.00		
	" " Overcoats	900 00	2900 00	
			$13000 00	$13000 00

This statement shows why progressive retail clothing merchants adopt the

Campbell's Clothing

method of selling clothes, and add a special department for made-to-measure clothing.

Furnishers and general store keepers are also making a feature of special order work and find it their most profitable department.

No capital invested. No stock to carry. No insurance or interest charges. No bad stock. Profits are net.

Are you getting your share of the patronage of the men in your locality who insist on having their garments made to measure?

If not, write to

Campbell Clothing Company

523 New Birks Building, Montreal

Time Will Tell
It Tests Quality

Good looks alone will not sell a suit, but Leishman suits possess both good appearance and equally good qualities.

People that have once worn Leishman clothing know the fine qualities. They like the styles, the cut, the fit and finish.

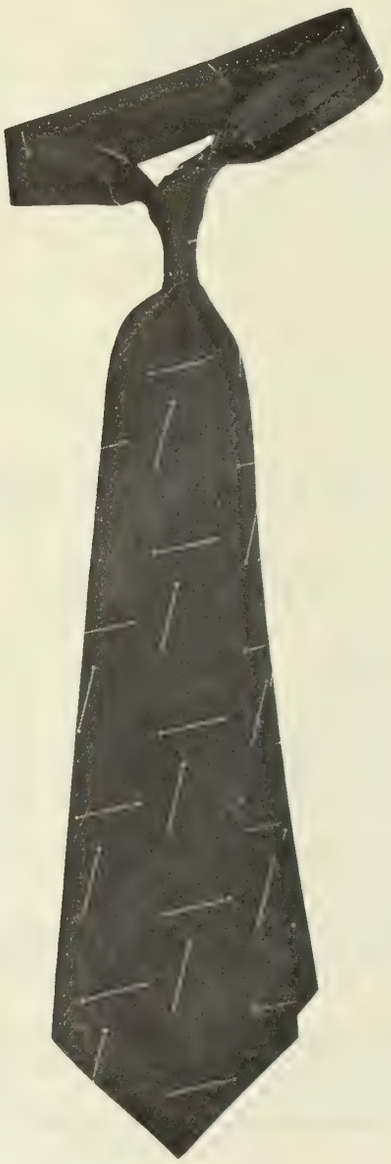
YOU will appreciate a Leishman through the long service they give.

We cordially invite you to call and become better acquainted when visiting the Exhibition.

Wm. H.
Leishman & Company
Limited
192-4 Spadina Avenue
Toronto

MAKERS OF THE BEST TAILORED GARMENTS FOR MEN

Quality Cravats For Fall



Brighten up your tie department and be ready for the revival of cut silk neckwear. The demand has started.

Opposite is shown a reproduction of an Italian hand-loomed heavy quality pure silk scarf. We have a number of unusually rich effects, prices at $15.00 and $16.50 the dozen.

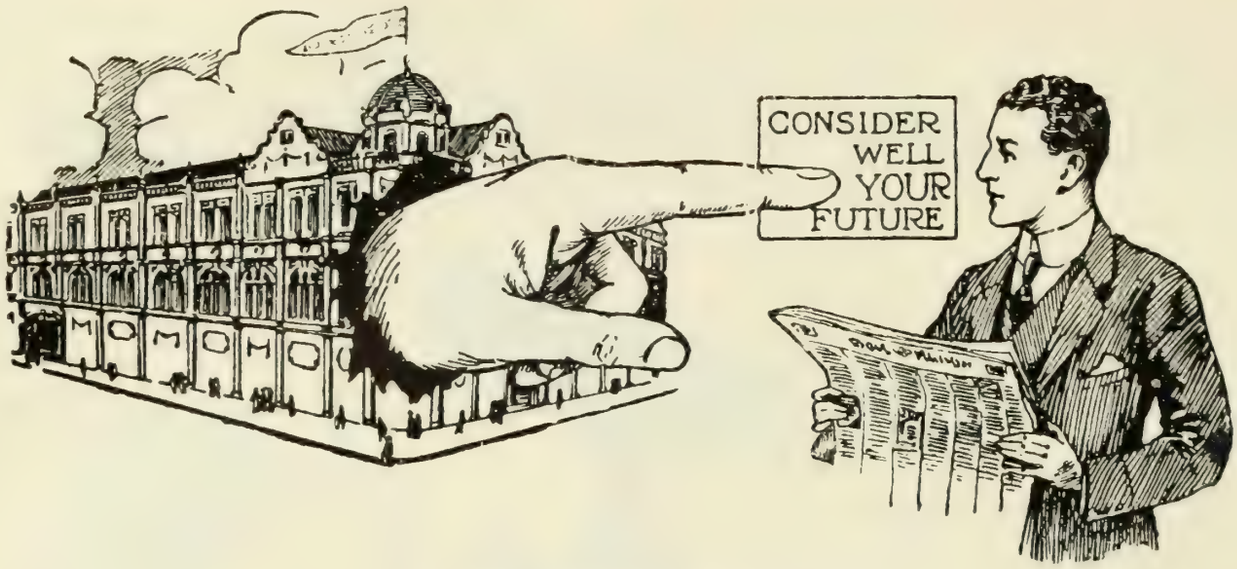
We Are Ready For Your Mail Order

with an unlimited assortment of new patterns comprising stripes, all over figures and neat designs priced at $7.25, $10.50, $12.00, $15.00, $18.00 the Dozen.

A. T. Reid Co., Limited

TORONTO

Makers of Neckwear of the Better Sort



Mr. Merchant:

IF YOUR STORE COULD POINT ITS FINGER AT YOU AND SAY—

"Consider Well Your Future"

Your future depends upon the results of to-day. Are you doing the business now that your store ought to do? If your own store could point its finger at you, would you be stirred to real effort and quick action?

The Kwik Sales Promotion Service Will Arrange Your Special Sales

The Kwik Sales Promotion Service will plan your special sales advertising from start to finish. It will suggest how best to advertise and when. It will prepare your newspaper advertising, store cards, price tickets and window banners in the most effective style.

Every detail in connection with your special sale will be handled by men of wide experience in all branches of sales advertising. Write us, giving some idea of your store, and we will gladly furnish particulars of a suitable sales event.

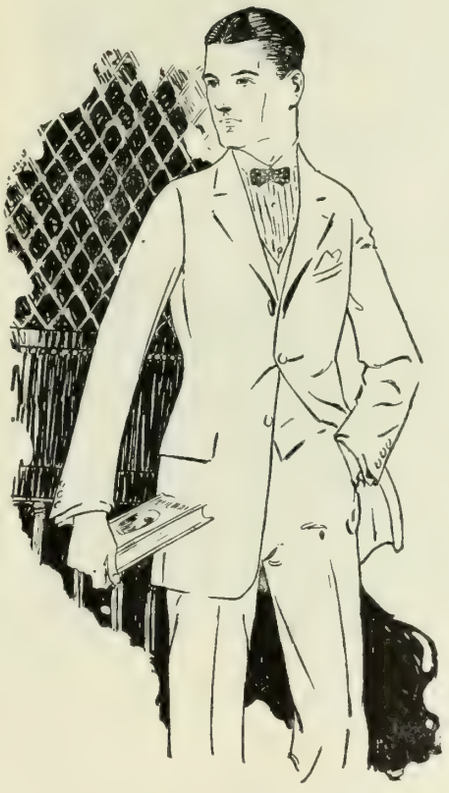
$1,000 Increase In a Day

A special Birthday Sale brought an increase of $1,000 in the day's business of a Hamilton store. Similar increases have been reported during the August sales. Are you going to hold a Clearance Sale? Let the Kwik Sales Promotion Service suggest and advise. A consultation puts you under no obligation.

The Kwik Sales Promotion Service

66 Bond Street, Toronto

Good Times are here



provided you have those goods which at sight tell a story of fine quality in every detail, material—cut—make and general all-round fine finish, you are assured of, at least, your full share of whatever trade is going.

They are excellent and—they look it

Made from carefully chosen materials in attractive sales-compelling styles, they make trade and hold it too.

The Punchard-Birrell line stands for good profits, satisfied customers, repeat orders and growing goodwill.

Get in close touch with the Punchard-Birrell line. It pays.

We would suggest that you call and see this line when you are in the city attending the Exhibition.

THE PUNCHARD-BIRRELL CO.

549 King Street West

TORONTO

The "New Way System"

A section of a New-Way store, every article in the store displayed under glass, convenient to clerk or customer, space saving, time saving, and profit making made possible by the New Way System of units adapted for a single department or a complete store.

Give Your Store the New Character and Appearance that it Rightly Deserves. Individuality that Merits Success

ON THE appearance of your store and the efficiency of your service the public largely estimate the character of your establishment. Appearance, efficiency of service are perhaps the two most powerful factors in retail merchandising. They have the greatest influence on your business success.

Establish for your store a new individuality—give it real character—the character born of the New Way System.

What the New Way System has done for others it can do for you—it means increased sales with larger profits without increased overhead expense.

JONES BROS. & CO.
LIMITED

Eastern Branch:
71 Bleury St.,
MONTREAL, P.Q.

31 Adelaide St. West
TORONTO

Western Branch:
437 Main St.
WINNIPEG, MAN.

To Holders of Five Year 5½ per cent Canada's Victory Bonds

Issued in 1917 and Maturing 1st December, 1922

CONVERSION PROPOSALS

THE MINISTER OF FINANCE offers to holders of these bonds who desire to continue their investment in Dominion of Canada securities the privilege of exchanging the maturing bonds for new bonds bearing 5½ per cent. interest, payable half yearly, of either of the following classes:—

(a) Five year bonds, dated 1st November, 1922, to mature 1st November, 1927.

(b) Ten year bonds, dated 1st November, 1922, to mature 1st November, 1932.

While the maturing bonds will carry interest to 1st December, 1922, the new bonds will commence to earn interest from 1st November, 1922, GIVING A BONUS OF A FULL MONTH'S INTEREST TO THOSE AVAILING THEMSELVES OF THE CONVERSION PRIVILEGE.

This offer is made to holders of the maturing bonds and is not open to other investors. The bonds to be issued under this proposal will be substantially of the same character as those which are maturing, except that the exemption from taxation does not apply to the new issue.

Dated at Ottawa, 8th August, 1922.

Holders of the maturing bonds who wish to avail themselves of this conversion privilege should take their bonds AS EARLY AS POSSIBLE, BUT NOT LATER THAN SEPTEMBER 30th, to a Branch of any Chartered Bank in Canada and receive in exchange an official receipt for the bonds surrendered, containing an undertaking to deliver the corresponding bonds of the new issue.

Holders of maturing fully registered bonds, interest payable by cheque from Ottawa, will receive their December 1 interest cheque as usual. Holders of coupon bonds will detach and retain the last unmatured coupon before surrendering the bond itself for conversion purposes.

The surrendered bonds will be forwarded by banks to the Minister of Finance at Ottawa, where they will be exchanged for bonds of the new issue, in fully registered, or coupon registered or coupon bearer form carrying interest payable 1st May and 1st November of each year of the duration of the loan, the first interest payment accruing and payable 1st May, 1923. Bonds of the new issue will be sent to the banks for delivery immediately after the receipt of the surrendered bonds.

The bonds of the maturing issue which are not converted under this proposal will be paid off in cash on the 1st December, 1922.

W. S. FIELDING,
Minister of Finance.

Wherever the best dressed men congregate the Brock Hat always predominates.

Our travelers are out with a full new range of samples.

The BROCK Hat

MADE IN BROCKVILLE, CANADA.

A CANADIAN ACHIEVEMENT

THE WOLTHAUSEN HAT CORPORATION, LIMITED

HEAD OFFICE AND FACTORY: Brockville, Ont.

Salesrooms:

Montreal, Mappin and Webb Bldg.
Toronto, Cosgrave Bldg.
Vancouver, 315 Bower Block.
Winnipeg, 228 Curry Block.

—EXCLUSIVENESS
—DISTINCTION
—CORRECTNESS

These are the dominant characteristics of our new quality line of

OVERCOATS

and

SUITS

for

FALL

for men and young men

We request the pleasure of your acquaintance when visiting the exhibition.

TUTT CLOTHING CO.

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS
21 DUNDAS STREET EAST
TORONTO

Oxford Clothing Co., Limited

Oxford Overcoats for Fall, exemplify to the utmost degree, the superior quality that distinguishes all Oxford Clothes. Tailored from the very best materials into snappy models.

Our range of

Men's, Young Men's and Boys' Suits

represent values consistent with the quality of our product.

If you want to handle real snappy clothes for young men this Fall it would be worth your while to call and see us while in the city attending the Exhibition.

Good goods at low prices. Made specially for Exhibition visitors. Don't fail to see these real values.

OXFORD CLOTHING CO.

LIMITED

King Street and Spadina Ave. TORONTO

KANTKRACK Collars for every day but especially for warm days and times of emergency; saves time and temper which means money not forgetting the real money you save in the laundry bills. If KANTKRACK Collars do not fill the bill no collar will as everyone is made in

"ONE GRADE ONLY AND THAT THE BEST"

and Guaranteed to you THRU the Dealer

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada 1907

McGREGOR CAPS

The best the world produces.

FALL LINE READY

All leading shades in the Season's snappy styles.

THE RECORD HAT

You have the story in the picture—a hat that is extremely appealing. In **Beaver** and **Pearl Grey.**

Price $37.50 and up.

Reasonable prices prevail—selection unlimited; be sure to see these.

"STYLES THAT SELL"

Keep your stock moving by keeping in stock McGregor hats and caps for men and boys.

These caps displayed in your window will bring you the business.

Specials for Immediate Shipment

4,000 doz. McGregor Caps on the floor to choose from.

1,000 doz. all-wool Scotch Knit Hose on the floor at $4.90. Many other fancy lines for immediate shipment.

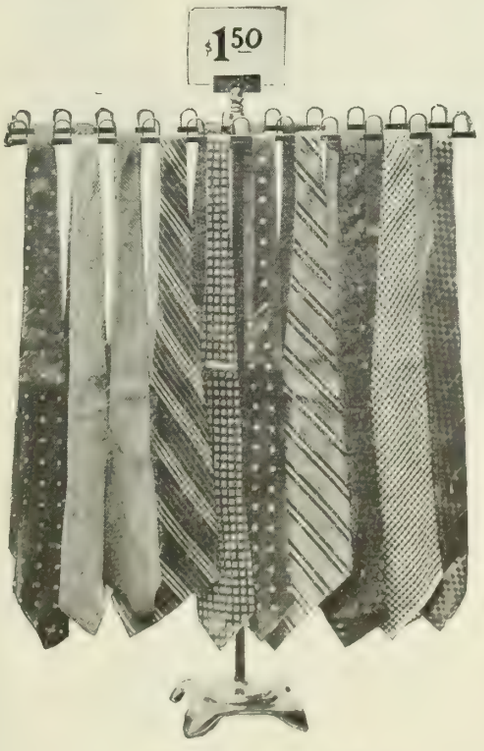
Price $12.25 and up

We extend to you a special invitation to call and see these lines while you are in the city at the Exhibition.

Hyde & Halliwell

43 Scott Street - Toronto

REPRESENTING: Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts. **Messrs. M. Bertish & Co., Ltd.,** London, E.C., England. The Consulate Shirts, Collars and Pyjamas.



Fixtures for every Business

that fit the garment are the best aids for the creation of distinctive displays.

These fixtures, therefore, present your garments in a natural and characteristic pose that is bound to create a favorable impression for the merchandise you are selling.

Display your neckwear to the best advantage by using

DALE REVOLVING DOUBLE BAR TIE RACK

While visiting the Exhibition in Toronto we extend to you a most cordial invitation to call and see our large stock of fixtures that will suit any business.

Dale Wax Figure Co., Limited

86 YORK STREET, TORONTO, ONT.

Agents: P. R. Munro, New Birks Bldg., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co, Phoenix Block, Winnipeg

Canadian Agents for the "Roth" Valances and Panels for show windows

TAYLOR-MADE

SUIT HANGERS

No. 280 combination Suit Hanger.

A Coat Form Hanger with lock joint head. Strong and well made.

Per Hundred **$8.50**

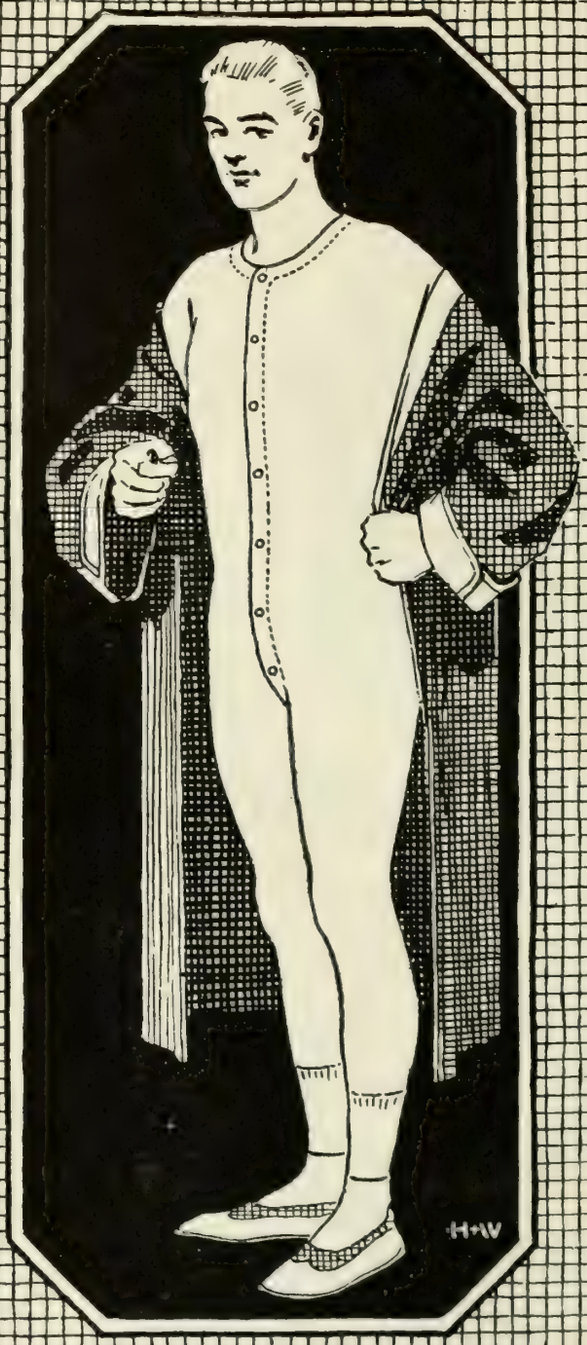
Extraordinary value. Spruce up your business by good display. Goods well displayed are half sold. Make sure of your Fall supply of these dependable, built-for-service hangers.

ORDER NOW

Taylor-Brasco Ltd.

Hamilton

Ontario



Honest Wool
Honest Workmanship
Honest Wear

ATLANTIC UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR Limited
MONCTON, N.B. 47
E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

Man-Tailored

Gabardine Coats for Men, Women & Boys

ASK FOR THIS LABEL

There is that SOMETHING in Schwartzman Bros. garments that cannot be described but easily recognized by people who appreciate the best in clothes.

Assorted stock always on hand.

Schwartzman Bros.

Dubrule Bldg., Phillips Square

Montreal, Canada

Exclusive manufacturers of "The Reigncoat"

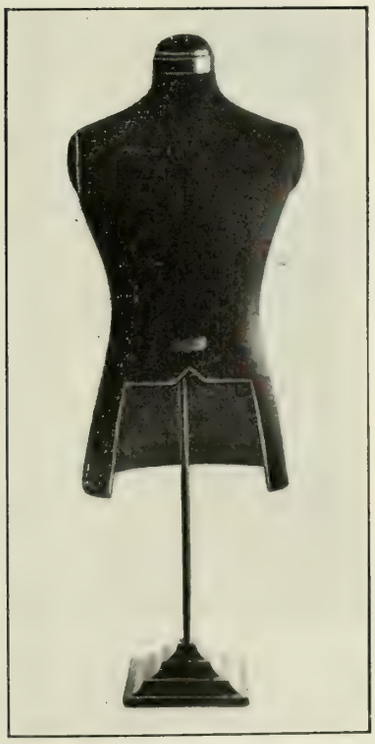
Agents and Samplerooms

TORONTO—R. J. Sibbery, Cosgrave Bldg., 167 Yonge

ST. JOHN, N. B.—E. A. March, Victoria Hotel.

WINNIPEG—J. C. Wreyford, Hammond Bldg.

VANCOUVER—W. G. Geary, 409 Welton Block.



No. 1176 Model for coat 7 in. Colonial Base. Extensible Standard. Bust covered in Black Sateen.

No. 1177.—Same model for overcoat. 10 in. Colonial Base. Extensible Standard Bust covered of Black Sateen.

MEN'S COAT FORMS

that fit the garment, are the best aids for the creation of DISTINCTIVE AND FORCEFUL DISPLAYS.

Every model is carefully built and adapted for the latest style changes. Our coat forms, therefore, present your garments in a natural and characteristic pose—that is bound to create a favorable impression for the merchandise you are showing.

Circular No. 10 will interest you. It explains completely about the numerous fixtures and forms we make.

Write to-day for this circular.

DELFOSSE & CO.
247-249 Craig St., W.,
MONTREAL

LION BRAND BOYS' CLOTHING

Fall Line Ready

Large assortment of boys' suits of dependable quality and correct style at popular prices.

Send for Sample Dozen

You can beat price competition by quality goods.

We Make a Specialty of

SPORTALLS

the ideal suit for boy or girl for every day wear. Sportalls keep out the dirt thoroughly and protect the stockings and underclothes. They are cut full length of the leg.

Feature them and you will get the trade

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO

Factories at

Clinton, Goderich, Exeter, and Hensall

ART CLOTHES

COOK BROS & ALLEN LIMITED

Our Fall 1922 made-to-measure Samples, Showcards and Advertising are now going out to hundreds of enthusiastic Art Clothes dealers. Arrangements have been made to take on 100 new accounts this season.

If there is not an agency in your town this is an opportunity to add a profitable adjunct to your business.

Act promptly or you may be too late.

Cook Bros. & Allen Co.

Limited

WHOLESALE TAILORS

TORONTO

Men's Wear Review

VOL. XII. AUGUST, 1922 No. 8

Claim Budget is Discrimination

Clothing Manufacturers Lay the Matter Before the Federal Government—State That Proposals Divide Clothing Trade Into Two Classes and That Section of Retail Trade is Adversely Affected in Selling Garments to Consumers—An Example Given

SHORTLY after the Minister of Finance, Hon. W. S. Fielding, brought down his last budget a deputation of clothing manufacturers waited on the honorable minister with reference to certain inequalities claimed by them which militated against many retail clothiers in Canada selling their product. In order that our readers may thoroughly understand the whole situation we cannot do better than give the memorandum submitted by the deputation to the Minister on the occasion of their visit to Ottawa.

The Memorandum

"This deputation waiting upon you realize the tremendous difficulties involved in the task that the government and its Minister of Finance has in respect of taxation and approve on general principles the excise and sales taxes submitted.

"The deputation feels, however, that by virtue of the construction of the resolution there is a discrimination and an inequality in respect of the men's clothing trade which divides the trade approximately into two classes, (1) the ready-made and made-to-measure clothiers who are classed as manufacturing clothiers and (2) those manufacturing retailers who sell direct to the consumer but claim to be custom tailors and the bona fide custom tailors.

The Two Classes

"Class 1. The ready-made manufacturers and the made-to-measure clothiers who sell to the retail clothiers pay an excise tax of 3¾ per cent. on their raw materials and charge out their finished product to the retail clothing merchants plus a sales tax of 4½ per cent. upon the selling price.

"Class 2. The manufacturing retailers who sell to the consumer through the medium of their own stores and who claim to be merchant tailors although they manufacture their product exactly as made-to-measure houses in Class 1, and also custom tailors pay only the excise tax on materials and account for no sales tax whatever on the finished product.

"The Act militates against the retail clothing merchant selling ready-made or made-to-measure garments to the extent of an average of at least $1 to $1.50 per suit.

"Further, we submit that a customer who is in a financial position to purchase expensive clothing from high-class tailors should not escape the sales tax while farmers, laborers and artisans whose financial position is such that they must economize and who buy from the retail clothing merchants is subject to the full sales tax.

"Therefore, we respectfully request that the budget proposals be amended so as to provide for the same percentage sales tax upon clothing whether made for stock or made to individual order."

It may be stated that no relief has been given by the government in this matter.

EXAMPLE
Sales Tax on Man's Suit

Class 1—Manufacturing Wholesale Clothier.
Class 2—Manufacturing Retailer also Merchant Tailor.

	Class 1		Class 2
Raw material (15s. cloth)	11.81		11.81
Duty, 27½%	3.25		3.25
Excise, 3¾%	.56	Excise 6%	.90
Linings—Duty paid value	8.00		8.00
Excise on linings, 3¾%	.30	Excise 6%	.48
Labor	11.00		
Overhead, distribution and profit	10.08		
Wholesale price	45.00		
Sales Tax to retail clothier, 4½%	2.03		
	47.03		

Total taxes paid by Class 1		Total taxes paid by Class 2	
Excise	.86	Excise	.90
Sales	2.03	Excise	.48
	2.89		1.38

Discrimination in favor of Class 2, $1.51 per suit.

	Class 1		Class 2
Cloth @ 10/ currency value 3½ x 2.25	7.88		7.88
Duty, 27½%	2.17		2.17
Sales Tax, 3¾%	.38	6%	.60
Linings, duty paid value	4.00		4.00
Sales Tax on linings, 3¾%	.15	6%	.24
Labor	9.00		
Overhead, distribution and profit	6.42		
	30.00		
Sales Tax to retail merchant, 4½%	1.35		
	31.35		

Sales Taxes paid	Class 1	Class 2
	.38	.60
	.15	.24
	1.35	
	1.88	.84

Discrimination in favor of Class 2, $1.04.

Develops Trade With Hotel Guests

E. C. Scott, the "Men's Man Outfitter" of Halifax, Has Built Up Good Business by Novel Methods—Uses Bright, Snappy Letters —Gets 91 Per Cent. Reply from One Letter to Working Men— Keeps in Close Touch With Tourist Trade

ARTICLES dealing with various methods by which to capture hotel visitors' trade have appeared in Men's Wear Review from time to time, all of which have been found successful and profitable in their way, yet still another store has been discovered by a staff member of this publication, which has developed a plan for attracting hotel guests, possessing both the value of originality and practicability as well as the still more satisfactory characteristic of producing results.

The credit for originating the idea must be given to E. C. Scott, the "Men's Man Outfitter" of Hollis Street, Halifax, N. S., whose snug little clothing and furnishing shop is located almost next door to the famous Queen Hotel. Mr. Scott's merchandising schemes are always original and catchy but none of them were ever so successful as his personal letters to tourists, one of which is appended herewith to illustrate the method used by Mr. Scott. It will be noted that the dominant idea is that of assisting the tourist to appreciate the beauties of Halifax, yet with an underlying note indicating the desire to serve the visitor insofar as the shop is concerned.

SCOTT'S TOGGERY
THE MEN'S MAN OUTFITTER
119 Hollis St.
Halifax, N. S.

GOOD MORNING!

We hope there'll be pleasure and profit in your visit to Halifax. You are staying at the best hotel in Halifax—that helps.

To get in touch with the retail business district, the most important streets are Hollis, Granville, Barrington, Argyle, Jacob, Gottingen and Spring Garden Road. A Belt Line car will take you to all of these but Barrington Street and Argyle are most conveniently reached by going north from the hotel, past my shop up Sackville two streets.

Belt Line cars take you to the North West Arm. Barrington street cars take you to the district that was devastated by the explosion as well as along our busiest street to the new Ocean Terminals and railway station, and to the neighborhood of Point Pleasant Park.

Dartmouth is reached by going north from the hotel to George Street, then turning towards the harbour where you will see the ferry. Boats leave every fifteen minutes.

Most every route you choose takes you past 119 Hollis Street. Here men replace the ravages of travel; get a new tie to freshen up the trip, a new shirt for the collar used up, a new hat for the one knocked about en route.

Whether we meet or not, good luck!

Yours expectantly,
(Signed) E. C. SCOTT.

Together with this friendly letter, Mr. Scott follows up his campaign to get tourist trade by the use of personal cards left on the desk at the leading hotels in his district. The letters are usually addressed to the room numbers while the cards are simply left downstairs.

The response to this type of publicity is entirely satisfactory to Mr. Scott who now numbers his customers as far away as England, and various parts of the United States. One customer, in fact, who hailed from Vermont has found the hosiery carried by Scott's Toggery to be so satisfactory that he has reordered the same, four successive times, each order numbering several dozens of pairs, showing that his friends appreciate fine English hosiery as well as himself.

Gets High Prices For Best Grade Goods

Despite the fact that the Toggery is comparatively small in size, the type of business done would make a four story business fade into insignificance. Here is the sort of thing that Mr. Scott carries and sells all the time without a blush: Shirts from $6 up to $25 apiece with the average sale averaging between $15 and $20; pyjamas at $15 a suit; neckties varying between $1 and $8.50; cuff buttons between $1 and $10 a pair, and so on. Nothing less expensive than these figures is stocked.

"It's all transient trade," explained Mr. Scott to Men's Wear Review, "and both visitors and commercial travelers want the best, regardless of price. Most of them travel light and find it exceedingly convenient to drop into my store to replenish their wardrobe, and they do not fail to comment upon the fine quality of my goods, especially the English imported varieties. I do not carry any American made goods whatever in consequence. Of course it is necessary to keep after this type of business constantly, since one cannot count upon the return of even the most satisfied customer, once he has gone away from Halifax, and so I devise other ways of keeping business humming."

An Unusual Raincoat Sale

One of these ways is explained in the following letter sent out last year by Mr. Scott, when he was desirous of clearing out an odd line of raincoats. All these personal letters, by the way, were typed on the firm's letterhead and personally signed by Mr. Scott. The response to this letter practically cleared out the raincoat stock.

Dear Sir:

This message is seeking out three hundred men of a certain type. I think you are one of them.

These men must be (1) familiar with climatic conditions in Halifax (which produce sudden showers followed by sleet or cold snaps that make the average raincoat a death trap).

They must be (2) fond of good clothes and insistent on supreme quality, priced close to cost.

Now that the requirements are met, here's the message: I have 300 heavy Ulster Raincoats which I contracted for at the source early enough to escape recent advances of 35%.

I hate to call them raincoats because of the styles and materials put into them. However they are rubberized and certainly stop the wet. But outside they are made of handsome moleskins, meltons, tweeds, velours and leathers in greys, fawns, greens, navy and black.

Full and half belted models, loose raglan styles and form fitting, some of them silk lined. Choose the most impressive of these values for $25 to $40—a saving of $7.50 to $15 over to-day's costs.

Large pullover caps to match, Christy quality, $3.

At your service,
SCOTT'S TOGGERY.
(Signed) E. C. Scott.
ECS/JBG.

91% Return From Personal Letters

Lastly, Mr. Scott achieved a record breaker when he sent out 1,482 personal letters to his fellow workers in the Halifax shipyards in 1920, Mr. Scott then occupying a post as an official in the purchasing department. Out of these 1,482 letters fully 91% were returned, according to the request contained in the letter, showing that though only high grade goods are kept in stock, yet even working men will respond to a fair offer made by a fellow citizen. A copy of this letter is also given, which it will be noted, is characterized by the same crisp, terse and frank phraseology as the others given above. Short snappy paragraphs, short words, and a real point to the letter are invariably used by Mr. Scott in compounding his ever successful appeals.

The business is now one of the most progressive in the city of Halifax, yet it was commenced just when the peak had been passed and the depression had practically arrived in business. Yet, nothing daunted, E. C. Scott has maintained his ambition to carry nothing but the best and finest men's wear and to ask

(Continued on next page)

Ontario in Industry and Commerce

Vast Water Powers Give Province a Distinct Advantage Over Sister Provinces Because of Cheap Power—Has Almost One-Third of Available World Supply—Developing 340,000 Horse-Power—Hamilton an Industrial Hub—345 Industries—Other Facts

MORE rapid development of Ontario's industrial and commercial strength probably dates back for its cause to the earlier settlement in this section of the North American continent of the peoples from foreign shores who were seeking a new home in the last great west. One hundred or one hundred and fifty years ago when there were no provincial boundaries on this continent were vastly different to what they are now. The land lying east and south of the Great Lakes was the fighting ground on which the destinies of tribes and nations were decided. It was natural that the final victors in the half century of struggle should settle down in their conquered territory and that further explorations should go on with this section as a starting point. That "starting point" embraced a good deal of territory now called Ontario, and the growth of the industrial and commercial strength of Ontario has corresponded with the rapid increases in our population. Ontario leads the other provinces in these respects but looks with pride to the other provinces that show a good deal of aggressiveness in these same respects.

Water Powers

Among the causes which give Ontario a distinct advantage over some of her sister provinces in the matter of industrial and commercial development is that of water power. It has been estimated that the available supply power from the water powers of the world is 100,000,000 horse power. Ontario alone can supply 6,000,000 of these 100 000,000 horse power when all her water powers are developed. Already some 800,000 horse power have been developed. The development has been rapid. In 1911, the work of the Ontario Hydro-Electric Power Commission was started. At that time 12 municipalities were receiving 4,000,-horse power from one system. Now, 275 municipalities are receiving approximately 340.000 horse power from 14 different systems located at Niagara, Severn, Eugenia, Wasdell's St. Lawrence, Muskoka, Nipissing, Rideau, Ottawa Central Ontario and Port Arthur. Niagara, of course, is away in the lead with regard to the amount of power available or developed; 275,000 horespower have already been developed

One does not need to labor the point to show what advantage this enormous reservoir of power is and will continue to be to the industrial and commercial life not only of Ontario but of the whole of Canada. The cost of power for supplying the thousands of manufactories, in this province has been so greatly reduced that it must of necessity give a big lead to Ontario for many years to come.

There are men's wear dealers all over Canada who benefit by these water powers and get their merchandise cheaper than they otherwise would. Ontario leads in the production of men's wear lines both as to quantity production and the value of that production.

Hamilton

Hamilton claims third place as an industrial centre in Canada. The latest government statistics credit Hamilton with having 745 manufacturing establishments with an invested capital of $164,845.352, employing 30,019 hands, paying out annually $32,747,471 in wages and salaries; using annually material to the value of $79,179,912 and producing annually goods to the value of $148,342.956. Her basic industries are steel and textiles, but so diversified are its general industries that no matter in what part of Canada one may desire to erect a house or other building some of the materials must necessarily come from this industrial hub and it is doubtful if there is a home in Canada in which one or more made-in-Hamilton products is not in daily use.

Hamilton has the distinction of providing its citizens with the cheapest lighting and power rates of any city in the world. It was the first city on the continent to solve the power problem and for many years it has enjoyed the benefits of competitve power, one system being publicly and the other privately owned. Not long ago Sir Adam Beck stated that "Hamilton now enjoys the distinction of having the cheapest lighting and power rates of any city on this continent. or for that matter in the world."

Transportation Facilities

Hamilton manufacturers have a distinct advantage in the matter of transportation facilities. Hamilton Harbor, the contemplated improvements and extension of which will cost about $12.000,-000. is a regular port of call for all steamship lines operating from Montreal to the head of Lake Superior. It has direct connection with the principal railways of Canada and the United States. It is the natural pivot of the provincial highway system. Speedy and frequent service to all points of interest in furnished by four electric lines.

Other Interesting Facts

Hamilton's population is 118.243; assessment, $135,950,210; bank clearings, $297,932,727; customs returns, $7,164,-849; building permits in 1921, $4,639,450; total assets, $423,621,502; city debt, $14,-441,699.

One of the outstanding influences in the cost of living in the City of Hamilton is their open-air market maintained by the city. Every day in the week, farmers, fruit and vegetable growers and other producers from the famous Niagara fruit belt and adjacent districts gather and sell in large quantities and small direct to the consumer.

DEVELOPS TRADE WITH HOTEL GUESTS

(Continued from previous page)

exactly what it is worth, without camouflage or pretence.

Dear Sir:

I will pay 10% to renew the friendships made while I was in the purchasing department of the shipyards, under Mr. Todd.

Many of you men have followed me here since then and found yourselves thoroughly at home in my up-to-the-minute men's store. I want to see the rest.

And so my offer, which carries only one condition: bring this letter and step into my store at 119 Hollis St. (The Queen Hotel is 2 doors south of me). Say nothing about the letter but seek what you need in men's wear from underwear to overcoats.

Then, when you've found what you want, at prices that look good to you, show this letter and 10c will be taken off every dollar you intended to pay. Offer applies to everything, even Classic tailored-to-you clothing, save collars where the manufacturers won't let me act.

I'm particularly happy in my stock of things that give the final deft touch to the appearance; mufflers, ties, hats, caps.

At your service,
SCOTT'S TOGGERY.
(Signed) E. C. Scott.

Sir Charles Gordon, President Dominion Textile Company, Limited, has returned to Canada after attending the economic conference at Genoa as a representative of the Dominion government.

Turnover—What it is, What it Does

Deliberations of the University of Nebraska on Vital Subject to Every Retailer—Rate of Turnover is the Measure of a Manager's Ability—Capital Turnover Takes Three Forms—Six Reasons Given for Importance of Turnover

UNIVERSITY of Nebraska has recently embarked upon a research dealing with business and business methods. It is one other evidence of the growing interest and importance attached to the science of retailing and the economy of distribution. In a bulletin they have just issued on the question of turnover, they deal with some of the fundamentals of business success and administration which it is well to keep ever fresh in the mind. This year, more than many that have passed, is one in which great attention is being given to the question of turnover and its importance to the well-conducted business. The term, turnover or stock-turn, is a familiar one and the rapidity with which a stock of merchandise or commodities moves in trade may be taken as a measure of a manager's ability.

What is Stock Turnover?

In defining the term, turnover, the bulletin of the Nebraska University says:

To the manufacturer who makes over the form of the materials which he buys before he resells them at an increased value, the rate of turning his entire investment in working capital may be more significant than the rate of turning that portion invested in stock of materials or commodities. For him the cost of goods sold consists not alone of purchases of materials, but also of labor in the form of wages paid, fuel, supplies and other elements of manufacturing, and turnover is consequently a more complex matter. He usually conceives of turnover as meaning the turning of his working capital as a whole rather than of only that portion which is immediately invested in merchandise materials.

Capital turnover may, therefore, be considered as taking three forms:

In the first place it is the turning of the amount of capital invested by the merchant in merchandise. This rate may be found by dividing the cost of goods sold by the average amount of working capital invested in merchandise during a given period.

In the other two forms turnover, as viewed by the manufacturer, may refer either (1) to the annual rate of movement of the entire working capital invested in his business or (2) to the rate of turning his total investment of capital, fixed and working, which may be employed in the business. These two forms of turnover may be found by dividing in the first instance, the cost of goods sold by the average amount of the entire working capital, and in the second instance by dividing by the amount of the total investment. The former method gives the turnover of the entire working capital of the manufacturer, and this corresponds roughly to the merchant's stock turnover within a given period. The latter method shows the turnover of the total invested capital. Each one of these rates is important and must not be overlooked but the turnover of working capital is given particular attention because of the fact that it can be speeded up and managed more advantageously than can that of the total investment.

Importance of Turnover

Six reasons are assigned for the importance of turnover to the successfully operated business.

1. Increasing the rate of stock turnover is one means by which a manufacturer or a merchant may increase his sales of goods without a corresponding increase in expenses. It must be borne in mind that operating expenses include both indirect, or fixed, and direct expenses. The former include such items as insurance, rent, interest on borrowed money, and taxes, while direct expenses consist of wages of the sales force, advertising and the like. A high turnover distributes the fixed expenses over a larger number of units, and thereby reduces the cost of handling each unit sold. So long as the fixed expenses and the profits on each unit sold remain the same, increasing the number of annual turnovers will make possible a greater net profit on the same capital invested in the business.

Even though the percentage of profit on an article is only 15 per cent., if it is earned often enough, in a year the turnover on money, or rate of profit on investment may be many times 15 per cent. It has been found that an article like Uneeda Biscuit may turn over as many as 52 times a year, and a dollar invested in such goods might, therefore, earn the margin of profit 52 times.

A dealer might earn satisfactory profits on a five per cent. margin of profit on an article, if he sold it often enough; and he might easily lose money on an article offered at a 100 per cent. profit margin, if he carried a large stock and rarely made a sale.

2. It is necessary to know what the annual turnover is, in order to know just what margins to add to the cost price of the different commodities handled. And the average net profit desired can be best determined in this way. The business man or merchant, must know, and not guess how many times he sells out completely the value of his stock in trade in a given period, and relate that number to the percentages of gross profits on each line handled in order to gain the general average of net profit desired. For example, if a stock of goods turns five times a year, and, assuming that each article in the stock turns with equal rapidity and with its proper percentage of total expenses added to its cost price, a net profit of 5 per cent. could be earned by setting the selling price only a little over 1 per cent. above the cost price.

If the annual cost of doing business is 25 per cent. of the total sales, the margin of gross profit, or the mark-up on the cost of individual articles, must be sufficient for all articles sold to average 25 per cent. on their cost. Obviously, this does not mean that each commodity must bear a 25 per cent. margin or spread. The vital question for the business man is always how much profit the dollar invested can be made to earn in selling the article.

3. In these days of public outcry against current prices a rapid turnover is an advantageous way to meet the high cost of operating a business. When costs rise with selling prices fixed, or when selling prices fall with costs remaining the same, dealers must buy and sell on narrower margins of profit. Under such conditions the margin of gross profit is reduced, yet small profits on a larger number of units, totaled for a year, may equal or exceed, the net gain derived from stock carrying greater gross profits but turning less rapidly.

4. Dividing or scattering the costs of doing business over many turns enables the merchant and business man to meet competition, whether of new or of old firms.

The experience of two Indiana stores may be cited: "Rapid turnovers, for example, are to-day securing the trade of a new five-story department store in a small Indiana city for a less pretentious shop diagonally across the street. Its quick returns allow the smaller store to make money on margins so narrow that it repeatedly cuts under the prices set by the big rival's slow turnovers."

5. Rapid movement and replacement of stocks eliminate shelf-worn and out-of-date goods. Clean and up-to-date lines tend to make a favorable impression upon prospective customers. The proprietor of the business might also be expected to take a keener interest in offering and advertising a clean stock of recently-produced goods.

6. Manufacturers and merchants with relatively high turnovers as compared with their competitors derive the bene

(Continued on next page)

Dressing up for Summer Carnival

Halifax Merchants Co-operate in Successful Summer Event—Conduct a "Visiting Buyers' Week"—Tourists Attracted by British Goods—Attractive Windows Without Great Deal of Setting—Some Windows Described

HALIFAX, Nova Scotia, was 'en fete' during the week of August 7th to 12th, when the entire population gave itself over to the enjoyment of a summer carnival in which stores and all local industries took an active part. As was natural, the whole city was gay with color, and the business section in particular made a splendid showing in honor of the event. Owing to the presence of a squadron of American war ships as well as the flag ship of the British fleet, there was an unusual influx of visitors who participated to the full in all the regattas, races, water pageants and other sports arranged in their honor.

The most successful aspect of the carnival, however, was undoubtedly due to the efforts put forth by Halifax merchants who co-operated in staging what was termed a "Visiting Buyers' Week" contemporaneously with the carnival. A strong appeal was made to absent Nova Scotians to return to their old home during this week, and in consequence store windows were filled with the newest and most attractive merchandise to entice and interest both visitors and citizens.

Among the best dressed windows noticed in Halifax by a staff member of Men's Wear Review, were those of the Colwell Brothers store on Barrington street. Here especial attention was given to the harmonious grouping of different kinds of merchandise, with little or no assistance from such additions as drapes or settings. The general effort was decidedly smart, including four distinct types of display cleverly arranged to create a good impression of the store's wide range of goods.

British Goods Attract Tourists

First, was shown a group of good looking straw hats, marked at one price regardless of value, and shown in order to interest those men who might find an extra straw worth while to finish out the summer. This bore no resemblance to an ordinary sale window, but was dressed as though for a spring opening. Next came a display of high-grade silk shirts mounted on stands and arranged about the foreground with due regard for color harmonies, since only lavender and fine black stripes appeared on white grounds, to correspond with the ground color of a fine Scotch rug which was used as a setting. A black and white poster show card read as follows:

"Fashions inspired by the world's greatest designers, ready for your approval."

The shirts, by the way, were fitted with the appropriate collars and neckwear and resulted in the sale of many of these accessories right out of the window. Tourist's needs filled two more windows of this store, and comprised a full range of genuine Scotch and English woolen goods, including dressing gowns, sweaters, scarves, rugs, slippers, spats, hose and neckwear, smartly posed in well balanced groups on T stands with a show card announcing "Ye English goods for ye tourist."

Prefers One Range to Mixed Display

The entire display work for Colwell Brothers' store is in the hands of Messrs. Cyril H. Colwell and Ray K. Colwell, who have a theory that it is better to show a group of one sort of merchandise at a time, priced at one figure, varying qualities from day to day. Wool rugs, for example, are here shown one day at $5.50, the next at $2.99 and later on, a third assortment is shown at a higher price. This idea results in more sales than the old plan of mixing the various qualities together at once.

Another Halifax firm which believes in the method of showing only one kind of merchandise at a time in the windows is that of Winters Brothers, also on Barrington street. Here two striking displays were noticed, one of hosiery and the other of pyjamas, each range occupying an entire window to itself. The frontage is of the kind that runs inward to the door with the widest part at the side, consequently there was space to feature an artistic hand painted back ground showing a summer landscape against which cool and delicately colored pyjamas appeared to advantage. Ordinary canes were silvered over and used as supports on which to hang or support the garments and both piles and separate suits were judiciously disposed about the window.

The hosiery window was exceedingly interesting to many pedestrians, as it contained examples of every wanted type of men's hosiery from the cheapest cotton variety priced at 22 cents a pair up to the finest silk or English cashmere. Each group was shown separately, named and priced by a neat card. The passer-by could not fail to be impressed by the scope of the hosiery section in Winter Brothers' store by reason of this display.

Luggage Forms Permanent Display

Farther down on Barrington street, the imposing window frontage of the W. F. Page store showed an interesting range of goods for both men and boys, including a corner window showing nothing but luggage for the vacationist. The windows featured boys' clothing and furnishings priced at end of the season figures, while two more showed a comprehensive display of men's suits priced at four special figures, ranging from $15 up to $27.50. Artistic urns of gilded wicker containing sprays of flowers were the sole accessory used to decorate these windows.

"Are You Prepared?"

Down in the business section, near the Queen Hotel, is located Scott's Toggery on the front door of which a paper placard was attached, reading "Are You Prepared?" This query, which might mean anything insofar as the pedestrian along Hollis street is concerned, has the effect of making men stop and drop into the store to ask the usual question, "Prepared for what?" The solution to the conundrum has of course to do with sufficient furnishings for the holidays.

Friday Dollar Days

Another Barrington street shop, Condon's Limited, featured a clever window display of values at $1, in which the principal attraction was a generous sprinkling of crisp dollar bills used instead of price tags. A bunch of soft collars were tied together and set off with a "green back" while 3 pairs of socks, or a single shirt, or a smart cap and so on, were similarly treated. The entire window was filled with choice bargains which form a weekly attraction at this shop. Friday is always bargain day at all Halifax stores, and Condon's Limited, find the dollar bills come in quickly the more they are shown in the window. No odd lots of merchandise ever accumulate in the store when this plan is regularly used.

TURNOVER—WHAT IT IS, WHAT IT DOES

(Continued from previous page)

fit of better relations with creditors. They are also in a better position to take advantage of all discounts and to make their purchases more deliberately and independently than they otherwise would be.

Some further points dealt with in this bulletin with regard to methods of calculating turnover and increasing it will be dealt with in the next issue.

The Lazarus store of Columbus, Ohio recently held a successful selling event in connection with their boys' and children's apparel department. They advertised as a drawing card a free motion picture show for the children, the picture being Little Red Riding Hood.

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Fall Placing

Within the last month Men's Wear Review has personally visited more than twenty manufacturers of men's wear lines in Central Ontario. With the exception of two, every one of them stated that they had booked bigger business for Fall than they did a year ago. This is, perhaps, fairly representative of what has been done all over the country by manufacturers and wholesalers generally.

This does not mean that business is what it was in what we think of as a "normal" year. It is not back to normal yet, nor can it be so long as great international problems of exchange remain unsettled. Earl Balfour distinctly asserted this in the sensational note dispatched to the foreign offices of all the great powers. Until nations can, by reason of a stabilized currency, trade normally with other nations, we need not expect business to be normal. Trade is international, not national; and the prosperity of every merchant in this country is, in some measure, dependent upon international trade assuming its natural channels.

It does mean, however, that there is a growing confidence in business. Merchants are more willing to make commitments than they were a year ago because the outlet for their merchandise seems more certain. In Canada we are enjoying more than a fair share of the improvement that is rather general throughout the world. As an undeveloped country we stand to benefit more than any other when normal times have returned. "Business is again headed in the right direction," says Babson, the noted authority, "and you can go ahead with your plans. The banker can now loan with better confidence. The business man should announce his new product, open his new territory, increase his advertising and go after business now."

Men's Fashion Show

Some months ago, Men's Wear Review suggested that dealers might well consider the advisability of holding a fashion parade such as is held by merchants catering to the women's trade. We have held for some time that men's wear dealers could well afford to take some lessons from the more aggressive methods pursued by those who supply the needs of the fairer sex. Too long have clothiers and haberdashers operated on the assumption that man was not a vain creature and that all the vanity belonged to the members of the opposite sex. It is not the case and we are still strongly of the opinion that a fashion parade of Spring and Fall styles for men would be a splendid and profitable thing.

Confirmation of this view comes from the city of Denver where the men's wear dealers co-operated in a "Fashion Week." It was well planned and most successfully executed. They first got the newspapers interested, just as motor manufacturers get the newspapers interested until they now have special sections devoted to motoring and motor interests. They selected a slogan for the week, "To-day is the time to look like what you want to be to-morrow." Prizes were offered to display men for the best windows in two or three classes. On the night of the opening of the big show, street car traffic was diverted for two hours. A radio concert was given. Blinds were drawn on the windows all day so that the curiosity of the public would be aroused that much more. In one store, real, live mannequins paraded with charmingly-dressed young ladies on their arms. The newest in all models was shown.

It was a huge success from start to finish. The immediate result was not bigger business—that followed in due course. But it created an altogether new interest in the subject of men's clothes and furnishings. It was estimated by the newspapers that 100,000 people saw the style show in the two nights that it was featured. It was so successful that the Denver merchants decided to make it a semi-annual affair.

We believe that such a fashion show can be held not only in a co-operative way but by the individual merchant.

A Newsy Advertisement

We have said a good deal lately about advertising being news, and have urged both manufacturer and retailer to look upon their advertising space as a space that should be devoted to the dissemination of useful and interesting information to their clientele. We are firmly convinced that this idea is daily taking firmer root with advertisers and that it will make a big difference in balance sheets.

There was recently printed in one of the American trade papers devoted to men's wear an advertisement by Cohen, Goldman & Co., of New York. It was a four-page spread; but the "spread" was an interesting novelette, telling how a certain store increased its business by adopting the specializing method in some one line that is followed by many stores catering to the women's trade. It was shown in the story that every department in this store benefited because the store policy was directed to specializing in some one line that was not carried by any other store, and, as a result, brought men to that store because they knew this one line could not be purchased any place else. The underlying principle was that if men could be induced by specialization in one line to come to their store when they had not come before, all departments would stand a much better chance to cater to their general requirements from one end of the year to the other.

The Men's Wear Markets at a Glance

Lull in Trade Due to Holiday Season—Outlook for Fall as Judged by Amount of Placing Business is Much Better Than a Year Ago —Spring Buying Indicates Another Light Grey Season in Suitings—Some Lower Hat Prices for the 1923 Season—Better Cap Business Developing

THERE is, for the moment, that lull in trade consequent upon the mid-season holiday time of the year. The desire to get a short respite from the worries of business, for the moment, overshadows everything else. Retailers are busy from coast to coast conducting their clearance sales and making way for the Fall merchandise. Now that practically all of the Fall placing business has been done, one can get a fairly good estimate of what is expected to develop during the Fall and Winter months.

"Business is again headed in the right direction and you can go ahead with your plans. The banker can now loan with better confidence. The business man should announce his new product, open his new territory, increase his advertising and go after business now." That is the verdict of Roger Babson, the noted business authority of the United States, and the amount of placing business that has been done by the Canadian retailer indicates that he is prepared for better Fall and Winter business than he did a year ago. Within the last few weeks, Men's Wear Review got in personal touch with over twenty-five manufacturers throughout Ontario whose product is widely varied. Only two of them stated that they had not booked bigger business for Fall than they did a year ago, and not a few of them had exceeded last year's record by a comfortable margin. That simply means that the retailer has given bigger expression to his faith in Fall and Winter of 1922-23 than he did in 1921-22.

The West

Reports from the West continue to lend encouragement to the whole business outlook. During the last two weeks wholesalers and manufacturers have received some very good business from the prairie provinces. Moreover, there has been a slight improvement in collections from that section of Canada. The outlook for the harvest, apparently, is such that the confidence of the western retailer is being converted into buying with greater freedom than he has for some months.

Light Greys Again?

A good deal of the buying for Spring of 1923 has been done by clothing manufacturers. It is said in some quarters that light greys will again dominate the season's business. Some exceedingly nice patterns have been shown the Canadian trade and the retailer may look for lines that will lend a brightness to his stock and give him plenty of talking material. Higher prices have been paid on select lines of botanies, worsteds and serges, but tweed prices remain about the same or a trifle lower in some cases. The indications are that Spring prices will vary but little from those of the previous season.

Shirt and collar manufacturers report fairly heavy booking on their Fall lines. A number of them seen by Men's Wear Review stated that, in view of the general situation, they were quite satisfied and looked for good sorting business till the end of the year. The trade generally is buying carefully, both as to quality and quantity. It must be said that, in some cases, they bought too carefully. We know of a number of instances where they were left on lines they had at first refused because they believed they could get them without difficulty later on. This kind of thing is bound to continue to happen so long as placing is done on so cautious a basis; but sight should not be lost of the fact that the man who fails to correctly anticipate his requirements is bound to get left on some very desirable lines of merchandise for which the demand arises.

Headwear

At this time of writing very little if any business has been done on straw hats for 1923. One wholesaler indicated to Men's Wear Review that the price situation would be slightly more favorable to dealers than it was this year. Manufacturers with whom he did business, he said, were showing their ranges at a lower starting point than they did a year ago but he had not had time to examine the lines to see if the qualities had undergone any change. Whether this applies to all lines or not cannot now be said. Men's Wear, of Chicago, says that straw hats have opened up the trade at about the same levels as those at which they opened last year with the exception of certain instances in better grade lines where manufacturers have added certain numbers that make a lower starting point than last season. Last year's levels, and lower it is declared, are maintained in the face of higher prices on braid and trimmings that prevailed at the opening of the buying for 1922, a condition that is said to have been brought about by keener competition for business on the part of the straw hat manufacturers. A better hat for the same investment, it is asserted, is to be found in the 1923 lines that start out as low as $15, some at $21, and others at $30.

Some of the cap manufacturers report better business than they have had for several months and they say their Fall placing business is better than a year ago. Prices remain quite firm.

Made by
"The Famous
HICKOK
Belt Makers"

HIC

BELTS BUCKLES

Enormous Christmas Sales Possibilities

FOR Christmas Gifts for men and boys, HICKOK Belts, Buckles and Beltograms in HICKOK Gift Boxes have no equal as volume sales producers. Last year merchants everywhere were amazed at their sales of these quality products.

This year's HICKOK line is bigger and better than ever—full of surprises well worth waiting to see. Our salesmen are now on the way to show them to you.

The Hickok Beltogram

This latest HICKOK money-maker quickly proved to be the most popular belt watch chain ever introduced.

Entirely new in design—practical—smart—an absolutely reliable protection to the watch. A large and varied assortment of handsome, popular-priced patterns, in Sterling Silver, Gold Front and Silver Front—many with fraternal emblems. Packed in attractive gift boxes, too.

You can depend on the HICKOK line for your big volume Christmas sales. See all our salesmen have to show. ORDER EARLY. ORDER ENOUGH.

HICKOK MFG. CO., Ltd., 33 Richmond St. W., TORONTO, ONT.

AMERICAN FACTORY: *Hickok Manufacturing Co., Rochester, N. Y., U. S. A.*
NEW YORK SHOW ROOM: *200 Fifth Avenue* CHICAGO OFFICE: *424 South Wells Street*

KOK BELTOGRAMS

Keeping The Door Swinging

Policies on Which Arnold & Quigley of Vancouver Have Built Up a Successful Business—Newspaper Advertising the Backbone of the Business—Self-Service in Many Lines Handled—Small Profit From Many Customers

"THERE is no chance at all for merchandising unless a volume of traffic is obtained and maintained for your store," stated A. A. Arnold, of Arnold & Quigley of Vancouver, to Men's Wear Review.

"If one depends on a limited number of customers who will pay sufficient profit to carry on, the emergency finds the merchant and his stock bound up tight as a drum. Where a large number of people have become used to buying at a store the merchant finds his stock in a more elastic, liquid form. If he needs money, he has sufficient customers to take advantage of any reductions he chooses to make. He can unload quickly. With a large turnover, a merchant can buy to better advantage, knowing that he can dispose of quantities. If he will then turn around and share with his customers a portion of his quantity discount, he will add more customers—which will again permit him to buy to better advantage—and so it goes.

Business Equals Last Year

"Our business this year in dollars and cents is equal to last. The volume is greater because the prices this year are very close."

Asked about methods Mr. Arnold said that "of course, newspaper advertising was the backbone of the business." Generous space is used Sunday, Wednesday and Friday and frequently Monday. Saturday is the big day of course, and the Friday advertisements the largest. A trained advertisement writer is employed and, as Mr. Arnold states, "we conduct our men's wear store like a departmental store in every particular—except that we cater to men only. Our advertising, and our sales, our window dressing and our interior arrangement parallel the departmental store plan very closely. The departmental stores find their methods successful; we are doing very nicely!"

A recent clothing display of Arnold & Quigley of Vancouver. By putting this and the other window together, with the main entrance between them, the reader will have a front view of this handsome store.

This is the reproduction of a furnishing display recently featured by Arnold & Quigley, Vancouver.

The window displays sychronize exactly with the newspaper copy. The goods described in the advertisements, are displayed in the windows with plainly marked price tickets. And the same goods are displayed inside the store.

Self Service

'Some of the boys josh us," said Mr. Arnold, "and call our store a la cafeteria—in some ways they are about right, though they do not know just how much saving there is to us and them, in the fact that they are able to personally select so many sundries and we only have to wrap them for them.

"Socks, shirts, ties, etc., are displayed on tables in a profusion of choices. Almost half of our customers for these things serve themselves; in fact in the busiest hours we have two girls at one

(Continued on next page)

Making the Store Attractive

Marks Awarded Departments for Arrangement of Stock, Appearance of Merchandise—Appearance of Salespeople and Parcel Wrappers, and Display of Goods—Store That Follows This Method is Well Satisfied With Results—Method Outlined

AUGUST is one of the best months of the year in which to take stock, so to speak, of the appearance of each part of the dry goods store, including a survey of the merchandise, the salespeople and the methods employed by the last named to keep the standards of the business up to the highest degree of efficiency. With the Fall opening not far distant and with new goods coming in all the time, it behooves the department heads to make the most of the comparatively slack month of August and inaugurate any changes necessary without delay.

In order that any department may achieve 100% results it must present an appearance which leaves nothing to be desired, either from the appearance of the salespeople, the display of goods, the appearance of the goods themselves or the stock arrangement. In a certain store in the Maritime Provinces an annual survey is taken of each of these points and points are awarded in such a way that the merchandise manager is enabled to tell where the various departments excel or fall down in the final analysis.

The method of awarding marks for efficiency is conducted in this manner. A report is drawn up on which four general headings are printed, as follows:

1 Arrangement of stock.

2 Appearance of merchandise.

3 Appearance of salespeople and parcel wrappers.

4 Display of goods.

The first named heading is given 40 marks and the last three are given 20 marks apiece, making 100 in all. The marks are adjusted in this way.

Stock arrangement:	
Boxes on shelves, orderly and clean, uniform in size and color, unbroken	15
Ledges free from dust and articles other than display. Reserve stock neatly piled in groups	5
Wrappers' stand in order, not piled with loose ends of paper, etc.	5
Show cases clean and free from reserve stock	5
Counters free from unnecessary merchandise, dust or other articles	5
Aisles clean and free from paper boxes, etc.	5
	40
Appearance of merchandise:	
Attractively arranged in boxes or on counter	5
Boxes in orderly arrangement	5
Fresh tops plainly and neatly marked	5
Clean, not wrinkled or mussed	5
	20
Appearance of salespeople and wrappers:	
Dress	5
Attitude and manner	5
	20
Display of goods:	
Colors well chosen, effective and in good harmony	5
Lines good	5
Selling quality featured to advantage	5
Displays frequently changed, especially novelty goods	5
Total	100

The store which employs this simple method of checking up its personal and sales methods is well satisfied that good results are achieved thereby. Several other regulations are enforced in this store all the year around and have to do with the usual store routine, such as a rule to the effect that stock must be marked in the stock room in order to avoid confusion in the store and neglect of customers. Another recommends that sales books be kept out of sight when not in use, and not left lying on the merchandise.

The store which finds the above mentioned report on departmental efficiency to be helpful, is notably the most progressive in the city, and although its customers are unaware of this periodical checking up, they have been overheard to remark that Blank & Company's store always looks so attractive and is the best place to shop at because the atmosphere is so pleasant. Store atmosphere is something which is generally ignored or overlooked as being of no importance whatever, yet it is a powerful factor in attracting and holding trade despite the fact that it cannot be ranked among the more tangible assets of any business. Let August find your store in readiness to win new friends in the coming season with an atmosphere which conveys the store's progressive policy more expressively than any amount of printed words or widespread publicity.

The Ninth Annual Convention of the National Association of Retail Clothiers of the United States will be held at Madison Square Garden, New York, September 11th to 15th.

KEEPING DOOR SWINGING

(Continued from previous page)

busiest hours we have two girls at one of the counters doing nothing but wrapping and making change for the customers that help themselves and bring their selections to the counter. In no other way could we take care of the crowds that come at some hours of the day—unless we employed more staff than would be justified during other periods. A few leaves out of the cafeteria's book will save even a gent's furnisher some money."

Money With a Smile

Money back with a smile is the house policy here, and only in rare instances is the store called upon to "make good" on its slogan. In those cases Mr. Arnold says, the prompt and cheerful return of the money makes a pronounced impression with the customer and in many cases has cemented relationships that have been very profitable in months to come.

All the coats and suits are displayed on the second floor, and it has been found an advantage to remove the clothing purchaser from the many disturbances incident to the many small purchases on the main floor.

The store's business has been built on a few fundamental principles; advertise—price the goods—a small profit from a large number of customers—money back with a smile.

John R. Garden, proprietor of the Black and White Check Store, has opened his new store at 224 West Eigth street, Calgary.

It is reported that retail clothiers in coal and railroad districts of the United States have had very unsatisfactory results from their mid-summer clearance sales. This is due to the scarcity of money consequent upon these strikes.

"If you play golf," said President Shulman of the Virginia clothiers in convention, "the salesman thinks he has the same right to play and in the same manner as the proprietor. It seems that some of us, instead of wanting to play, should want to learn more about the market and our business, taking it to bed with us at night and carrying it around with us on Sunday as the older men used to do, but somehow too many of us have contracted the golf fever."

National Exhibition Aug. 26—Sept. 9th

Will Be Held in Toronto on and Including These Dates—Affords Splendid Opportunity for Retailers to Come to Market and Get in Personal Touch With Merchandise—Meet Men From All Over Canada and Study Other Merchandising Methods

THE NATIONAL Exhibition which opens in Toronto on August 26th, is not a Toronto exhibition. It is distinctly a Canadian, an all-Canadian fair, combining with its spectacular features innumerable opportunities for education and for gathering the latest information regarding progress in all fields of Canadian endeavor. What is happening in the industrial, the transportation, the commercial and the educational world is told at the National Exhibition. It is the meeting place of the latest achievements in science, art, industry and a host of other activities that stamp themselves upon the face of Canadian history. It is a tremendous effort on the part of public-spirited men to place before the Canadian people the last and the best word in the realm of progress in all that is of interest and concern to every citizen.

Whose Loss Is It?

It is not, therefore, the loss only of the National Exhibition if thinking men and women do not avail themselves of this national university. It is, perhaps, not mainly their loss. The loss is rather the loss of the man who sees a great opportunity but fails to avail himself of it. A million people usually attend this fair each year and it is safe to say that they are the better and the wiser for it. The exhibition has grown not only from the standpoint of attendance by the people; but men and educational, financial, industrial, transportation and other concerns have recognized in it a valuable market for the showing of their products and for the gathering of new ideas. The losers are those who stay out, not those who come in.

Retailers' Interest

A visit to the Exhibition and Toronto at this time of the year is of special interest to the retailers of this country. The Exhibition itself is of supreme interest and importance to him for it brings him in intimate touch with new merchandise, new ideas and new methods of doing business. The exhibit of the manufacturers contain many lines carried by men's wear dealers. Clothing, hosiery, webbed goods, neckwear—these are only a few of the lines shown to the very best advantage because they are the latest the manufacturer has to show the trade. Arrayed before him is a selection of style and magnitude such as he might not see in his own town in many a long day.

But that is only half the story. In this issue will be found a map of the city of Toronto that will serve as a guide to in-coming men's wear dealers, showing them where they can get in touch with the manufactories and warehouses of many of the leading Toronto houses. They will be glad to see retailers from all sections of the country and are prepared to go to no end of trouble to display the latest they have in fall lines and novelties and give an idea of spring and the character of the merchandise that will be shown then. A visit to the city at this time gives the merchant a chance to see a range of merchandise that he cannot see at home. He can buy to the very best advantage by going to market, seeing what the market has to offer in the way of price and range, and then making his selection. Even if he has placed a good proportion of his fall requirements—and this is not the case with many merchants—he can sweeten up his stock by some well assorted novelties in the various lines he carries. And if a number of his lines are yet far from complete there is no better time to make the selection than the present time. It is timed just between seasons, as it were; the summer clearance sale is over and the fall trade has not yet opened. He has seen his own fall stock in pretty good shape for early fall business and is familiar with it. When he sees some of the novelties that will brighten up his stock he will be in a position to make quick decisions in favor of merchandise that will make his fall retailing problem easier than it would be without a few of the latest that the market has to offer.

Another Opportunity

It does a merchant good to get away from his home town and his individual business for a few days. No man can broaden out within the limits of his own town and his own business. He must come in contact with other currents of thought, other methods of business if he is to develop his own to the best advantage. Other methods may not necessarily mean better methods, but they are different and there is a great field in the retailing world to-day for ideas that are different. Perhaps your own customers are wearying of the methods you have employed for years. There are splendid opportunities in Toronto for studying retail methods. A visit to the stores, or the exchange of ideas that is provided for by the Retailers' Day will we believe start new currents of thought and generate new merchandising methods that will benefit every retail merchant who comes to the city with the idea of making the very most of it and getting in personal touch with all those sources of information and enlightenment that are open to him at this time.

Retailers, manufacturers, scientists, artists, transportation men from one coast to the other will gather in Toronto sometime between August 26th and September 9th. Your business will be the better for it if you are one of those merchants.

Renew Loan On Favorable Terms

Bonds Maturing December 1st Can be Converted—Bonus of Month's Interest

The attention of the holders of the five and a half per cent war loan bonds maturing December 1, 1922, is directed to the offer of the Minister of Finance to renew the loan on favorable terms. The last Canadian loan was placed in New York at a satisfactory price. The Minister is making his present financial operation entirely a domestic one by offering to exchange the maturing bonds for new bonds bearing the same rate of interest, running for either five years or ten years as the bondholder may prefer. A further inducement to the investor is that he receives a bonus of one month's interest. The terms offered are decidedly favourable to the investor and it is probable that a large part of the maturing loan will be renewed. Arrangements for the exchange of the bonds can be made at any branch of the chartered banks. Holders who do not wish to reinvest will be paid in cash on the 1st December.

"Safety first" is a good maximum in most things, but particularly so in relation to the investment of money. The rich may afford to speculate and to take the risks attendant on high rates of interest. Those whose means are moderate must be careful to see that there is absolute security in their investments. For such people there is no other form of investment which takes such a high rank, combining absolute security with liberal interest, as the bonds of the Dominion of Canada.

Business men will do well to consider this favorable offer during the next few months.

Favors Policy of Rigid Economy

J. T. Crowder, Manager of the Cunningham Drug Stores, Vancouver, B.C., Presents Resolution for Provincial Government at Retailers' Convention in Victoria —Suggests Course of Action for the Association

VICTORIA, B. C., July 31.—Delegates representing the thirty-three branches of the Retail Merchants' Association of British Columbia gathered here last week to the number of nearly a hundred for the fifth annual convention of the association, when the president, J. T. Crowder, manager of the Cunningham Drug Stores at the Coast, welcomed them on behalf of the executive of the association. For the first time since its establishment in this province, he said, the Retail Merchants' Association was able to speak with a voice which carries the weight of numbers, and the programme set before the members was one of far reaching influence on the destinies of merchandising in this province, and on the prosperity of the retail trade of British Columbia.

G. S. Hougham presented the secretary's report.

Referring to the period of industrial uncertainty which has passed since the convention last met in Duncan, a year ago, Mr. Hougham said that in Canada "the steady deflation of values, coupled with the change of government at Ottawa, involving uncertainty in the fiscal policies of the Dominion of Canada, plus widespread unemployment, has meant a testing time for business men which is not yet at an end."

He stated that the association in this province has been passing through a time of exceptional growth, notwithstanding. Last year at this time the membership stood at 882; at the end of June last it stood at 1,176, distributed in the membership of thirty-three branches, making a net increase of 294. Thirteen new branches have been added to the list during the year and other centres are in line for an organization at an early date. Changes had been made in the provincial office arrangements of the association, and the segregation of this office from the Vancouver branch had made it possible to give more attention to the outside branches than was formerly possible.

Shops Regulations

Another important resolution which would concentrate the opinion of the members on political issues that affect the retailers in this province and which would be dealt with by the convention, Mr. Hougham pointed out, was that dealing with amendments in the Shops Regulations Act, compelling places of business carrying more than one line of goods to segregate that portion of their goods which they could not sell after hours prescribed in the Weekly Half-Holiday Act.

Comment was made also on the action that had been taken and which was proposed by the executive regarding the standardization of trades. It was felt that some sort of recognized standard should be established to define retailers. Some effort along the lines of persuading wholesalers to sell only to retailers had been made during the year, and in one case the wholesaler had notified the association that they had ceased to sell to any but legitimate retailers.

Mr. Hougham stated what had been the action taken by the executive in co-operation with the various branches regarding the immigration policy of the country, and the exclusion of Orientals from British Columbia.

New business for the association's consideration was suggested along the lines of some method of keeping a record of the removal of householders from place to place for the protection of retailers extending credit.

An Indication of Service

Mr. Hougham said that the report as presented by him was a record of accomplishment of things attempted, but it was interesting also as an indication of service demanded by the membership in their respective trade sections and collectively. The programme as outlined is one that is constructive, he said, and is an answer to the criticism that the retail merchants are prone to offer something in their convention that is intangible and idealistic. The executive has recognized that the time has arrived when more attention should be given to practical service, because the foundation of the organization has now been laid and there is not the same need for attention being given to the adding membership to the branches.

The president, J. T. Crowder, in giving his report to the convention after that of the secretary, urged that a policy of rigid economy should be followed by the Provincial Government, and he proposed that a resolution on the subject should be brought before the convention. The resolution, which he read, was as follows:

"Be it resolved, that this meeting, having duly considered the grave financial position of the Province of British Columbia, pledges itself to support a policy of rigid economy, and to submit cheerfully to any inconvenience arising from the curtailment of all public services that the government may, in its wisdom, impose, and

"Be it further resolved, that this meeting absolutely condemns any representations to the government, involving additional expenditure of public funds, on the part of any city organization or community until such time as the finances of the province have been placed on a solvent basis."

Continuing his report, Mr. Crowder said:

Work for Sections

"Most of the R. M. A. activities in future should be conducted through the trade sections, functioning through a provincial chairman with a vice-chairman and possibly a second vice-chairman, in every locality for every trade section. The branches should continue to function by having as their officers the local vice-chairman, who could elect a presiding officer for the year. All expenses for local activities would be met by local provincial fees.

"The work of the B. C. Board should be carried on by the provincial executive of five officers, assisted by a larger and advisory committee, consisting of provincial chairmen of trade sections or their alternatives, with these delegates so selected that each locality would be represented. This larger executive should meet five times a year if possible (say every sixty days, not including the annual convention). These meetings to be held at the provincial office. The provincial executive should have complete authority over all R.M.A. activities in this province, subject to the authority of the provincial board. The provincial executive officers should not hold office in trade sections or locals.

"The members of this association should hold themselves in readiness to assist in showing the Honorable Charles Stewart the conditions affecting the Oriental problem of B. C., or to co-operate with the provincial office as required.

"All Dominion board meetings should be held at Ottawa," said the speaker.

One of the interesting features in connection with the National Convention of retail clothiers of the U. S. is the style show that has been arranged. The services of 60 professional actors and actresses have been secured to stage this show, twelve performances being given during the course of the convention. In these shows the very latest styles in men's wear will be exhibited. Arrangements have also been made to have motion picture men at one of these shows with a view to showing these styles in hundreds of the moving picture houses of the States. This gives the retailer an opportunity to link up with these reels of motion pictures in his advertising campaign.

Giving a Push to Dollar Day

How the Whole Event is Planned and Carried Out by the W. W. Cooper Co., of Swift Current, Saskatchewan—Employ Only the Medium of the Press and Circulars—The People Know When a Bargain is a Bargain—Give the Public Value

THE "DOLLAR Day" sale idea needs no introduction to any merchant, but the secret of the success which The W. W. Cooper Company of Swift Current, Saskatchewan, experiences each time this particular sale is held is possibly worth mentioning. Right away we are going to let out the secret: give the public undeniable value for their dollars. There's the secret; nothing more or less. When you advertise "Dollars Doing Double Duty on Dollar Day," make sure that they do and that the public knows about it, both by reading and by seeing. Another point which has made our "Dollar Day" sales a success, we believe, is their systematic frequence. These sales occur once every three months. And they have become so popular throughout Swift Current and district that a small announcement of the day and date of the sale is sufficient to fill the store the whole day with eager buyers.

Quite naturally we advertise these sales considerably (we are enclosing a sample advertisement of our recent event) but we only advertise the "Dollar Day" merchandise every third sale; the remaining two sales we simply announce the day and date.

First Advertising

Three weeks before the sale we commence to produce small stuffers bearing the day and date of sale. They are placed in every department which the salespeople hand to the customers; also the shipper places one in every parcel which leaves the store. The stenographer reecives a share of these stuffers and they go in every letter and parcel by mail. Good sized posters are used on the windows and in the store announcing the sale which may be two or three weeks away. The procedure is necessary because the farmers like to know what's going to happen in lots of time so that they may arrange their work to allow them to get to the store for the sale. This is, we believe, a good thought for merchants in the farming districts. In every advertisement we produce, the announcement of "Dollar Day" appears prominently. Therefore you will see that we make positively sure that the people know when the sale is going to take place. One week before the sale three to four thousand people either receive a copy of our advertisement or an announcement of the sale. Three country papers carry the advertisement and two local papers. These advertisements appear a few days previous to the sale; and our windows are packed with "dollar bargains" usually three or four days ahead. Nothing is placed in them which is not a genuine "dollar bargain!" We may state that these windows have never yet failed to draw attention. By this time hundreds of cards and price tickets have been prepared in distinctive colors and distributed to each department. The day before the sale all counters and display spaces are arranged with "Dollar Day" sale goods; and extra help for every department is employed.

There is a certain breeziness about the way things are done in the West. And their manner of telling it is equally breezy and attractive. Jack M. Bedford, Advertising Manager of the W. W. Cooper Company, Limited, of Swift Current, Saskatchewan, in the accompanying article written for us tells how they conduct their Dollar Day and the success with which their effort is met each time.

Day of the Sale

Now we have arrived at the critical time—the day of the sale: every person is down earlier than usual; all the windows are taken out and redressed with other merchandise at special prices. The "dollar day" merchandise is placed on display in the store; all extra help are assigned their duties; all merchandise on display bears a price ticket and all other details are attended to. By this time (and it never fails) remarkably large crowds have gathered around both our entrances and sidewalks; every salesperson is enthused and all keyed up for the possibilities of beating la t Dollar Day's sales record.

We're Off!

All ready! Let's go! The 10 o'clock bell rings and the two men stationed at our doors turn the keys and the crowds push open the doors and scatter throughout the store in great confusion. This is a very glorious and gratifying sight because it emphasizes the fact that the public recognizes Cooper values and respond to their advertising. These crowds continue in a little more modified form throughout the remainder of the day. It is needless to say that at 5.30 p. m. when the store closes you would find a very tired bunch of employees and a store which looks like the effects of a cyclone. But it's all over and the money is in the office, so everybody wears a smile and all are delighted with the success of the sale.

We do not find it necessary to employ a brass band, throw money off the roof or resort to any of these methods to attract a crowd. We employ only the medium of the press and circulars, filled with truthfulness, advertising and "honest to goodness" values. Don't forget the people know when a bargain is a bargain!

WHY HE DID NOT GET THE ORDER

He did not believe he could get it when he went for it.

He went in the spirit of "I will try" to get it instead of "I will" get it.

He would enter a would-be customer's office with a sneaking, apologetic, self-effacing air, which aroused contempt and disgust rather than admiration and confidence.

He took up most of his time trying to overcome a bad first impression.

He had the nerve, but lacked gentleness and tact.

He said mean, sharp, cutting things if he was rebuffed.

He did not know how to make a pleasing first impression.

He did not like the business.

He made statements that he could not back up and promises that he could not fulfill.

He never learned the secret that absolute reliability and strict integrity are the best sellers in the long run.

He was a jollier, and although it worked well the first time, he found flattery a poor weapon after his customers found him out.

He did not thoroughly believe in the thing he was trying to sell.

He was too long-winded. His prospect got tired before he got to the point.

He worked his prospect up to the point of enthusiasm, but he could not clinch the bargain.

He looked upon the man at the other end of the bargain as merly a tool to favor his own ends, instead of looking out for the man's interests.

He did not know that people always suspect the man who talks down competitors.

He was canvassing only until he could get something better.

He carried a sour expression and had a forbidding manner.

He lacked cordiality.

He lost his temper and was disagreeable when he was first turned down, and could not succeed in overcoming the bad impression.

He unloaded cheap lines and undesirable goods upon one customer, and then bragged about his shrewdness to the next.

(Continued on page 37)

Only One Sale in Thirty-One Years

That is the Record of Colwell Bros., of Halifax—Stock Watched So Carefully That No Merchandise is Carried Over From One Season to the Next—Special Attention Given to Shirts and Collars—Believes That Business Can Be Built in Dignified, Conservative Way

By M. G. de Soyres

THE sportsman reigns supreme in summer down in Halifax, Nova Scotia, the sea-port city famous for its facilities for all sorts of boating, including sculling, canoeing, sailing and motor boating, together with swimming, golfing, fishing and hunting. Visitors to this old garrison town become enthusiastic over the variety of out-of-door sports available at a few minutes' distance from the heart of the business section and enter heartily into the enjoyments to be found in and around Halifax. As might be expected tourists comprise a goodly proportion of the visitors and wherever the tourist foregathers, local stores are bound to reflect a note of modern progressiveness which is often the most noticeable sign of growth and advance characteristic of smaller cities.

Colwell Brothers' store has associated itself closely with tourists and sportsmen insofar as men's furnishings are concerned in the city of Halifax and is now accounted as one of the leading men's stores in the entire province, dating back fully 31 years. In 1891 the original firm was founded, locating on Hollis street, later on in 1900 moving up to Barrington street, where the store is now located. Of the original firm, one brother, H. Colwell remains, who, together with his three sons, conducts the business. Mr. Colwell, Sr., received his early training with another local firm during ten years previous to his entry into business for himself, and ever since then has been engaged in building up a following of customers with whom only the best finds favor.

Only One Sale in 31 Years

The store occupies considerable area on Barrington street, covering several stories and having a double window frontage. Hats, furnishings and baggage are the principal items of merchandise carried and the firm has won a reputation as specializing in each of the three lines. Conservative methods are favored by the management, that is to say, nothing in the way of a spectacular or sensational merchandizing scheme is ever used, and even the usual 'sale' is so rare that it almost never occurs in Colwell Brothers' store. Sales, according to Mr. H. Colwell, are unnecessary, entail needless expense, and answer no good purpose insofar as his store is concerned. In this store the entire stock is carefully watched constantly and not a single item is carried over from one season to another. Should an odd article remain, it is given away to some needy person, while in the case of ordinary accumulations of odds and ends from week to week, a week-end special price is marked on the goods, which are displayed out on the counters in the usual way, and which invariably move out without any further pushing.

Upholds Dignified Methods

Extravagance in any shape or form in advertising is frowned upon by Mr. Colwell. It is quite possible to build up a sound business upon conservative methods with a complete avoidance of sensational statements, according to his experience. Even price tags are rarely found in the window displays, except on Fridays, when the weekly specials are featured. But extreme emphasis is laid upon artistic displays, neatness in arrangement of stock and attractive show cards.

Specializes in Shirts and Collars

The equipment of the Colwell Brothers' store is substantial and devoid of elaboration, carried out in solid fumed oak and plate glass. The luggage, raincoats and rugs are kept on the second floor, while the general merchandise is found on the ground floor. Among the various departments of the latter section which should be commented on in passing, is the shirt department, said to be one of the largest in the city, while the collar stock alone is estimated at five times greater than any other store in the city. So great is the demand for soft and stiff collars with this department that it is necessary to re-order stock by the hundred dozen, and yet so carefully is the stock handled that scarcely a dozen is left over at the end of a season. Two long glass cases contain shirts which are divided into two groups, one priced up to $3 apiece, the second containing shirts up to $10.

English Goods Command Wide Sale

Every department contains its quota of English goods, for which the store has gained an enviable reputation, especially in regard to all types of high grade knitted goods. Where the tourist is concerned, there is nothing in the way of hosiery, sweaters and other fancy knit goods which the Colwell store cannot supply. English light weight cashmere socks are the famous specialty of the store, especially in fancy and colorful designs, while mention must also be made of the fact that every wanted item of boys' furnishings is also kept in stock.

Among the other specialties which are popular with the Haligonians is the wool rug, suitable for either motoring or boating, and frequently entire window displays are noted featuring a choice of pure wool Scotch rugs in smart blendings.

Display of Brushes Fronts Entrance

Facing the front entrance of the store is a long glass case completely filled with a comprehensive assortment of brushes of all sorts, together with an artistic card which reads as follows:

"Brush up and shave up while the prices are down. We have the goods." This display is responsible for many sales of brushes which otherwise might not be called for.

All three of Mr. Colwell's sons are ardent devotees of sport and are active members of all the various athletic and sporting clubs in and around the city. The fact that Halifax men are unusually scrupulous regarding their attire, whether they are on the water or on land, has not a little to do with the scope of business done by this store and Colwell Brothers make it a policy to uphold the tradition of good dressing which is characteristic of all Halifax men, and pride themselves upon having the newest goods a little sooner than anyone else. Having to deal with a public which is discriminating in the matter of clothes, the standards of Colwell Brothers' business have necessarily been high and are in a great measure responsible for the reputation achieved by Halifax men, who have been served for the past thirty years by both generations of the Colwell family.

WHY HE DID NOT GET THE ORDER

(Continued from page 36)

He could not make his prospective customer feel that he was a real help to him in the selection of what he actually needed.

He did not study his proposition, and he could not answer all objections.

He did not bring the whole man to his task.

His tongue outlasted his brain.

He could not concentrate his talk; he scattered too much.

He was polite only as long as he thought he was going to get something.

His cold, reserved manner made a first impression, which he could not overcome.

He gave one the impression that he was a beggar instead of the representative of a reliable house.

Go After the Ladies to Sell Men's Wear Charlottetown Merchant Says They Buy Best

Believes That Most Advertising Appeals From Men's Wear Store Should Be Addressed to the Lady of the House—Hints on How to Get Christmas Trade—Can't Get Two Classes of Merchandise Over the Same Counter—The Use of Signs

"IF YOU want to sell men's wear go after the ladies," seems to be the slogan of "The Haberdashery," Charlottetown, P. E. I., for never yet has this store sent out an appeal, to the fair sex, to come and buy, which has been turned down.

When Men's Wear Review called on this store a short while ago we were told that a big percentage of the goods were sold to ladies and at Christmas time especially. "Why," said Mr. Henderson of Henderson & Cudmore, "they are the only one to cater to. If you are going to send out a circular of any kind address it to the lady and write it so that it will appeal to her. If you send it to a man in most cases he will just look at it, but with the ladies they will put it in a purse and the next time they are down town they will come and see what you were trying to tell them about. Their curiosity must be satisfied even though they haven't any intention of buying. With the man it is different, he thinks it's just another way of trying to sell him something, but the fair ones never see it in this light.

Easter Appeal to Men

"Now, at Easter it is a little different for then the male sex expect to buy their new toggery and advertising that reaches the young man does get results as it helps to draw his attention to the store and when he goes out to buy he will, most likely, look in your window at least, but even this does not get the same results as a circular to the ladies does at Christmas time. By sending this notice to the lady it has the effect of creating a way of solving a gift problem, and though she may never have thought of giving wearing apparel this may just fill the bill and as a result many sales are made for this express purpose. If care is taken in having lots of color put in the circular it has an added effect as this has a tendency to hold the interest. Another thing that goes with this particularly well is a gift list." Last Christmas Mr. Henderson figured that over ninety per cent. of the lists sent out were used either directly with his store or as a means of solving the gift problem. There is a right and wrong way to do everything, maintains this man; and according to his experience the right time to send out these circulars is about two weeks before the time when the buying should be done. This gives ample time to think over and decide just what is wanted and how much money can be spent.

A CORRECTION

In the last issue of Men's Wear Review it was stated that in the city of St. Catharines the stores closed at 12 o'clock on Wednesdays the year round. This is incorrect. The stores there close at this hour from April 1st, to October 1st.

Favorable Location

The location of this store is considered to be among the best of the men's wear stores on Prince Edward Island. The street on which it is located is built up on only one side, the opposite being entirely taken up with the public buildings and city square. The writer was fortunate enough to be in this city on a Saturday night and never before was such a crowd seen on a street, in a city of similar size. It is estimated that there are more people, proportionately, on this street on a Saturday night, than on any other street on the whole continent. The city of Charlottetown being located as it is, naturally draws all the people from the surrounding country to its streets on Saturday nights, as here they will be most likely to meet one another and renew acquaintances and this street being situated as it is, the people just naturally have to walk along and pass "The Haberdashery."

Window Displays

But they don't all pass by, or at least without stopping to gaze at the attractive window displays and it is needless to say that many come in and purchase goods and also many purchase when they never gave the matter a previous thought. The windows in this store are given careful attention and at all times they are dressed to cater to the best class of people. Catering to this class of people means carrying the best grades of goods. "If you are going after the better business you can't mix it up by also showing inferior grades of goods," is the contention of these progressive merchants. "The buying public never put any faith in a store that tries to get both ends of trade over the same counter. If you have a medium class customer and he sees the high grade lines immediately he thinks your prices are too high and if you have the high class customer and he sees the medium grade goods he forms the opinion that you may put something over on him, perhaps sell him a cheap article at a fancy price or if not that the higher grade articles lose their effect in his estimation by being surrounded by the medium grade lines." These points were emphatically expressed by these merchants.

Avoids Spectacular

No attempt is made to become spectacular in either the advertising or the store displays. The main object is to present everything in the most attractive and yet forceful way possible. "What we want is to make this store the best men's wear store anywhere," said Mr. Henderson. "We are strong on display but we don't like to overdo it by making things too gaudy or splashy. A neat display and courtesy to all will get more business and make more friends than any other method we know. We are not like some of the merchants in the larger cities in the Dominion that may never see the same customer twice in a year as our trade is made up of people on the Island exclusively and to get these people's trade and hold it we must cater in a manner that will be to their liking.

Believes in Signs

"Some people say they don't believe in signs," said Mr. Henderson to Men's Wear Review, "but we do. See that little sign out there on the sidewalk. That has been one of the best business getters you ever saw. Whenever we have a special of any kind to offer or a new line that we wish to talk about we just say it on that board and you should see the results. It seems sometimes that the people have been just standing around waiting for us to put it out there. This may be a little exaggerated," continued this man, "but it will give you the idea of just what it has done for us." The sign referred to was just an ordinary sandwich sign similar to what one might see a man carrying along the street of any large city, but situated out there on the sidewalk alongside the curb it was not hard to believe that it would increase business as one could hardly walk along the street without seeing it.

After knowing the way this store did business it was not hard for us to believe the figures showing the business done and the increases made, when they were told to us by these merchants. Their whole method of doing business spelled progress for them.

Are Dress Standards of Canadians Growing Lax? Is The Whole Fault With Men's Wear Dealers?

Pertinent Questions Suggested by an Interview With Montreal Business Man—Says There is Great Negligence Among Montreal Men in the Matter of Their Dress—Would Welcome Advice From His Clothier or Haberdasher—Points for Dealers to Consider

A PROMINENT business man of Montreal who is somewhat of an authority on matters of dress, and who invariably presents an appearance of irreproachable smartness and good taste, commented to Men's Wear Review this month on the fact that there is a noticeable deterioration in the matter of dress in the case of the average man, particularly in Eastern Canada, with which section of the country he is most familiar. Here are the facts which he brought up for our information.

"Montreal men are growing exceedingly careless about their dress, and I cannot remember any season of late years in which so much negligence was apparent among what we are pleased to call our best dressed men. I took a walk along St. James Street this morning and counted scores of well-known men whose attire was careless, it put it mildly. I deliberately set myself to watch and count the number of men whose trousers were even passably pressed, whose shoes were well polished and not run down, whose neckwear was fresh and appropriate to the type of suit worn, and so on. I can tell you that there were scarcely a dozen whom I would call well dressed, although I dropped into the Stock Exchange, one or two of the leading banks, lunched at a club and took a stroll along Sherbrooke Street at the tea hour as far as the Ritz. My impression, gained after watching closely every man I met during the day, was that men are no longer taking any pride in their appearance, though whether this is due to a wave of economy or the influence of sports clothes upon ordinary attire, I cannot say. But I am forced to draw one conclusion which may arouse some criticism from your readers, namely, that the majority of retailers of men's wear are not encouraging a habit of better dressing among their customers or in the city generally, and I feel very strongly that the blame for much of the present indifference is due to the fact that neither haberdashers nor clothiers are taking any steps to become known as authorities on dress. I am of the opinion that away back of all this so-called unrest and feeling of depression which seems to have caught hold of everyone there is a reason, and that reason can be traced to carelessness in appearance and dress on the part of business men. Everyone knows the psychological effect that good clothes have on the man or woman who wears them for appearance is a matter that starts in the mind, and in the great struggle for individual commercial and social success that is prevailing everywhere, the advantage is usually with the best-dressed man.

Salesmanship From A New Angle

"Andrew Carnegie used to say to his employees: 'Tell yourself a dozen times a day that you're the best man in the world,' but none of us can believe that easily unless down underneath we feel that we are wearing the right clothes, and that the little things—shirts, hats, ties, hose—are all correct. What we need to counteract this pessimistic tendency in people's minds is a good strong injection of 'Dress Up Serum' into every men's wear salesman, so that he will be inoculated with a new sense of 'clothes consciousness,' and will awake to the realization that in any transaction the customer does not buy only clothing, but also something of the salesman.

"I venture to say," continued the speaker, "that the majority of retailers would consider it entirely outside the province of their activity, to attempt to stimulate a greater interest in better dress on the part of business men. But the idea in my mind is not merely to try and sell new goods, novelties, and new accessories, etc., but rather to recommend greater care in selection, irrespective of price, to give helpful advice on correct types of headwear, neckwear, gloves, and so on, and to act generally as a style mentor. The retailer, I suppose, would naturally want to know where the advantage would be for him, since it might so happen that the opportunity of making a sale would be lost by over-zealous efforts. I can only say that I personally would welcome any advice from my tailor or my haberdasher, if only they would give me the right hints instead of endeavoring to sell me something which I do not need."

The speaker went on to state that he noticed numbers of men who were well dressed except for the fact that they were wearing shabby hats of at least two years old style, with new suits, and he could not help expressing the opinion that at some time or other lately these men must have entered a haberdasher's store for some item of furnishings and yet no salesman had had the enterprise to suggest a new hat to accompany their clothes. He commented with considerable vigor on the fact that in the matter of straw hats Montreal men are notably careless, buying no more than one or two and wearing them on all occasions.

The French have a proverb which says "'Tis not the cowl which makes the monk," and perhaps it might be argued that it is not the dress that makes the gentleman, yet as the monk is known by his cowl, so will the inherent traits of education and taste be reflected in the appearance of the gentleman. It is well known to clothiers and furnishers that men do not give enough attention to detail in dress, yet they scarcely think it worth while to go about working a change.

Naturally different conditions prevail in various localities, and despite the frank criticism levelled at Montreal this authority was equally open in his praise of the standards of dress as seen in Ottawa and certain other Ontario cities. The point in question, however, that of a needed reform in the standards of men's dress, can be developed with various modifications in every city and town in Canada, in the publicity and selling methods of every store. What Canada needs is a kind of co-operative movement among men's wear retailers who come in closest contact with the best class of citizens, which will awaken men to the realization of their shortcomings where their appearance is concerned, and will drive home the fact that personality, that much-desired gift of the gods, in fact, the color and character of the man himself, depends upon outward appearance to a great extent. The successful executive, the aggressive salesman and the professional man, all take pride in wearing becoming clothes, clean linen, polished shoes, and showing evidences of personal care in matters of hair, nails and skin. All these factors contribute to the sum total of personality which somehow remains dormant and clouded over with a feeling of depression subconsciously roused by carelessness in matters of dress.

G. Hawley Walker, Limited, is planning to re-build his store into one of the finest and most modern men's and boys' stores in Toronto.

The Dominion Shirt Co. is erecting a new factory in Kitchener, Ont. The building will be large enough to house two or three stores as well.

Wm. P. Hurley, formerly manager of Robinson's clothes, Ltd., has accepted a position with Creary's Toggery Shop in St. John, N. B.

The firm of R. H. & J. Dowler, Limited, has just opened a new addition to its store in Windsor, Ont. There are now four stores owned by this company in Western Ontario. They are in St. Thomas, London, Windsor and Sarnia.

Promoting Sales of Boys' Sweaters and Gloves Time to Plan for the School Boy Trade for Fall

Every Boy Loves a Sweater and Now is the Time to Get After Him—Keep in Touch With Boys' Associations—Window Displays Should Have Outdoor Atmosphere—Right Kind of Gloves for Boys Will Appeal to Them

AUGUST is not too early to commence thinking about cold weather apparel, and in particular. a few words with regard to increasing sales in boys' sweaters and gloves will be found of practical help in planning for the school commencement business.

Sweaters and gloves are two lines which receive less than ordinary attention in the way of publicity, yet they are part and parcel of every boy's wardrobe, sweaters in particular being one item especially dear to every boy's heart and worn usually until the garment hangs in threads. There is a kind of sentiment about an old sweater which causes the wearer to cling to it even after its real usefulness and fresh appearance have passed, but there is an opportunity this season of promoting the sale of several sweaters instead of only one to replace such "old friends," for hitherto price and limited choice of in styles have tended to keep the sweater in the luxury class instead of its proper place as a practical utility garment.

The average boy should possess a pullover and a coat sweater for every day wear. The pullover may represent his school or his favorite sport or may be plain white for summer use. The coat sweater should be of some dark useful color in a heavier weave for camping or school wear in winter. If a sufficient number of boys can be interested in the question of sweaters at the outset of a season, a fad will be started which will keep business humming right up to Christmas and afterwards.

Early Fall Campaign Best Plan

Just how to present the subject of sweaters most advantageously is a question worthy of a little thought. Some retailers interviewed by Men's Wear Review consider it sufficient to stock up a supply of sweaters and display them on forms in the window or about the store in a casual way. Certainly this will dispose of a few of the garments but it would be useless to expect a real fad or demand to arise from this method of merchandising. In order to focus the attention of the boys themselves upon the subject of sweaters, a special campaign and special advertising must be carefully planned. It might be advisable to approach one or two boys' clubs or associations and find out what the popular style happens to be with the majority of youngsters of school age. Then with the right accent on low prices and adequate stock to meet a sudden demand, the retailer should be prepared to go ahead with a most successful season.

"Out of Doors" Atmosphere

The window display must be carefully attended to, of course, and might feature an outdoor scene if space permitted, showing boy figures wearing knickers and sweater or pullover, a cap and carrying a school bag, a football or any suitable accessory. A grass covering for the floor and a rustic fence would be sufficient to stress the idea of cool out-door evenings or mornings in the country. Another idea which might be tried would be to obtain cut-outs or posters of leading juvenile movie actors wearing sweaters and arrange a window around one or more of these, playing up the idea of style.

In the matter of advertising, the sweater campaign should be featured extensively so that it can "sink in" so to speak. Much of it could be addressed to the boys themselves, worded in such a manner as to ensure careful reading. Make plenty of local allusions to clubs or else bring in some snappy reference to any outstanding local athlete whose prowess has caused him to be idolized by all small boys. If the man in question can be depicted wearing a popular style of sweater so much the better for business.

Local events such as tennis tournaments, football or cricket matches offer splendid opportunities to emphasize sweaters, and even the school opening can be robbed of some of its terrors when a smart sweater bearing the school monogram or badge emblazoned on its front, is presented to the schoolboy.

All newspaper publicity must be backed up by window displays and by co-operation from the sales staff. Nothing is more futile and aggravating to a customer who drops in to buy in response to a tantalizing ad. to find that the sales clerk has forgotton all about the existence of a sale.

In some stores, special orders are taken for sweaters in club or school colors, and special prices are quoted on lots of a dozen or more. Why not feature a card in your window announcing that sweaters in the local high school, college or business college colors can be had? Any manufacturer will gladly co-operate with you in the matter.

Although gloves are not worn by the average boy until his hands are chapped and rough with exposure to chill autumn winds, yet a word in season addressed to parents will do wonders to promote sales in these little headlines. One of the principal reasons why boys do not like gloves or mitts is because they are given cheap, clumsy, and bulky pairs which prevent them from using their fingers easily. Consequently the gloves or mitts are taken off and stuffed into pockets and frequently lost. Boys do not like heavy and clumsy gloves, nor do they want extra fine and fancy effects which look like girls' gloves. There is a happy medium which can be retailed at a popular price and which will stand up under hard wear in wet weather and fine. The sales staff should endeavor to sell three pairs instead of one at a time, quoting a slight reduction on the quantity purchase. Gloves like hosiery should be kept on hand in sufficient numbers to meet any emergency and may be the means of saving many a lad from catching cold.

In selling heavy winter gloves, it is well to emphasize the fact that woollen gloves and mitts are washable and point out that dirty gloves infect any cuts which may happen to be on the boys' hands. Overstockings may be played up much the same as gloves and mittens and should be sold by quantity in place of single pairs.

The Personal Appeal Flatters

Always use price tickets in displays of both sweaters and winter gloves and don't be afraid to give good values for the money. The boys themselves as well as their parents will respond to a sweater drive which is inspired by a definite effort to capture all the business avaliable. A personal post card sent to a selected list of school boys asking them by name to visit the store and try on a sweater in their school or club colors will undoubtedly bring back a response in the course of a month or so, more than compensating for the trouble of sending out the cards.

R. H. Blumenthal, who has been connected with the men's and boys' clothing business in Montreal for the past thirty-eight years, has opened business under the name of Blumenthal's Sons Co. at 221 and 223 Craig street at the corner of Bleury street in the premises formerly occupied by the Hub Clothing Co. Associated with Mr. Blumenthal are his three sons, George, Phil and Melvin Stanley, who have been engaged in the clothing business for sixteen years.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

WE RESPECTFULLY INVITE YOUR ATTENTION TO AND INSPECTION OF OUR FIRST SHOWING OF FALL MEN'S WEAR STYLES

OUR GOOD NAME IS RATHER TO BE CHOSEN THAN GREAT RICHES

OUR FIRST SHOWING OF FALL HEADWEAR

THE SEASON'S NEWEST AND BEST IN SHIRTS

AUTUMN NECKWEAR FOR THE WELL-DRESSED MAN

SMARTLY TAILORED CLOTHES FOR YOUNG MEN AND LITTLE FELLOWS

THE LATEST INTERPRETATION OF "JAZZ" IN CLOTHING

DURABLE FABRICS AND QUALITY TAILORED TOPCOATS

OUR FALL MODELS COMBINE EXQUISITE TAILORING WITH WIDE VARIETY OF FABRICS

THESE SUITS WILL GIVE LONGER WEAR AT LOWER PRICES

GOLF CAPS HANDSOMELY TAILORED AND BRISKLY STYLED

FALL HEADWEAR OF STERLING QUALITY AND REFINED STYLE

THE QUALITY OF OUR MERCHANDISE IS THE OPEN SESAME TO YOUR CONTINUED FAVOR

TAILORED GARMENTS THAT INSURE A PERFECT FIT

LIGHT WEIGHT UNDERWEAR FOR COOL AUTUMN DAYS

HOSIERY WITH BEAUTIFUL ARROW CLOCKING, FULL FASHIONED AND PLAIN

SPECIALLY PRICED SHIRTS FOR THE LATE SUMMER

OUR AUGUST CLEARANCE SALE IS A CLEAN SWEEP

THERE ARE STILL SOME HOT DAYS FOR COOL HOSIERY

A SPORTING SHIRT WILL BE GOOD FOR ANOTHER MONTH

MONEY CANNOT BUY GREATER VALUE THAN WE GIVE WITH THESE SUITS

VARIETY AND VALUES ARE FEATURES OF OUR STORE PROGRAM

UNDERWEAR THAT GIVES COMPLETE COMFORT

ATTRACTIVE FALL SHIRTS AT ATTRACTIVE PRICES

FALL'S HEADWEAR OFFERINGS—QUALITY WITHOUT EXTRAVAGANCE

SOME OF THE POPULAR NEW MIXTURES IN FALL HATS

THE LAST WORD IN A "JAZZ" GARMENT FOR SNAPPY DRESSED YOUNG MEN

COMFORT BEGINS AT THE FEET—WE HAVE HOSIERY THAT GIVES COMFORT

THE PRICE IS DOWN BUT THE QUALITY IS STILL THERE

FINAL CLEARANCE OF SUMMER SHIRTS AT SACRIFICE PRICES

"GOOD-BYE" PRICES FOR "GOOD-BYE" SUMMER MERCHANDISE

The Art of Showcard Writing

Roman Text, Lower Case and Capitals—Proper Time for Using Texts—Further Suggestions Regarding the Layouts—Something About the Brush Strokes—The Inspiration Theory

By JALEXO

SOMETIMES the theme of the showcard requires a treatment differing from the ordinary variety of lettering—as in literary work some subjects suit the prose form and others the verse. A windowful of china, jewelry or other exclusive merchandise calls for that different card, and Roman Text fulfills the need to excellent advantage. Roman Text is refined, dignified and legible. It is not difficult to do, excepting perhaps the elementary stages. Once mastered, however, the showcard writer finds that Roman Text may be lettered with fluency and comparative ease.

The Brush Strokes

The brush requires careful manipulating here. It should be brought to a clean chisel edge and maintained thus at every point during the actual lettering of the characters. The order of stroke formation follows that of previous alphabets outlined in these articles. The spurs are added at the completion of the letter. The spurs at the foot of upright strokes, such as in lower case "h," "l," and so on, are done in one short stroke from left to right, holding the brush at the angle shown at the edge of the spurs. This alphabet, you will notice, is in the condensed style. It appears to best advantage when lettered this way, at the same time, attractive effects may be obtained when used in the medium width.

The Roman Text capitals ought to be used with the lower case. A complete word or line in Text Capitals would be difficult to read and for that reason such use of Text is not tolerated in showcard work. Lettering in Text should be of restricted size. It appears to good advantage in characters of the size illustrated herewith.

The showcard writer must study the needs and limitations of Roman Text. He ought to recognize the fact that just because he wishes to do a certain card for some dainty display, it does not follow that he should invariably use Roman Text. The showcard must be adapted to the display and the goods.

More About Layouts

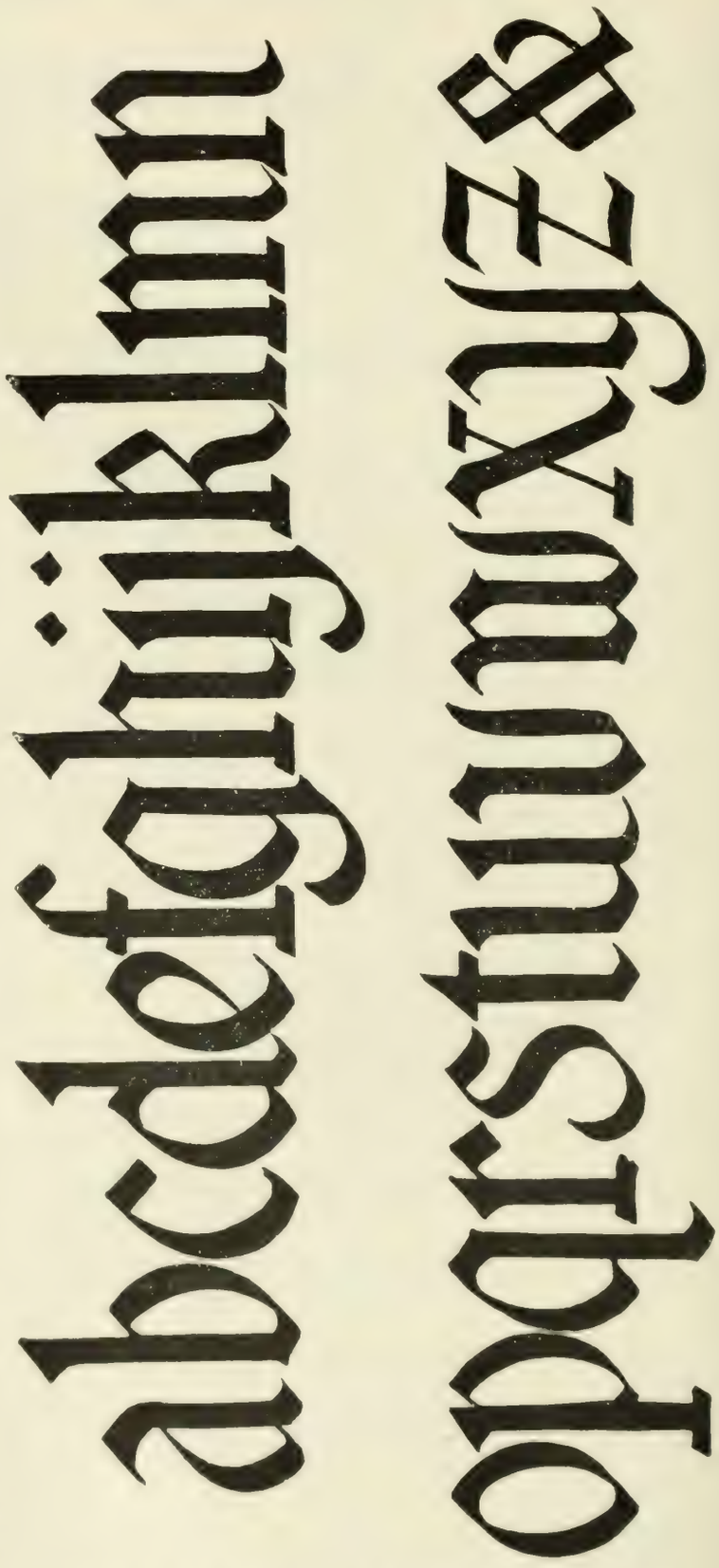
In arriving at a solution of the layout problem, the expert cardwriter exercises his imagination in a way that is at once systematic and final. He sees with his mind's eye, several possible arrangements for any given message and quickly decides upon the most appropriate. The beginner, of course, is hardly expected to work with such precision. The student is advised to pursue certain lines of thought in connection with the layout that will pave the way for speedy and satisfactory results. The layout should be pondered over before a pencil is laid to card. The student should first determine a size for the card and with this before him, he should visualize every imaginable arrangement into which the lettering can be put. From this heterogeneous mass there will stand out several layouts that seem preferable. The student's sense of arrangement is exercised in this way with the result that final choice of layout makes for the success of the card. The beginner is warned against the too frequent use of curved lines of lettering. Sloping and scroll effects are sometimes not easy to keep clear, and unless carefully balanced and spaced they look unsightly to say the least.

The straight-line lettering is by far the most popular. It is much easier to read and is easier, in executing, to keep clear.

The Inspiration Theory

There are showcard writers who work slowly. With some of them it's like pulling teeth for them to get their ideas down on card. You may see seven cardwriters working on the same kind of showcard. One will execute his premier coup; another will devote a half hour to his; and another may take an hour; and so on. They may be cardwriters of equal ability.

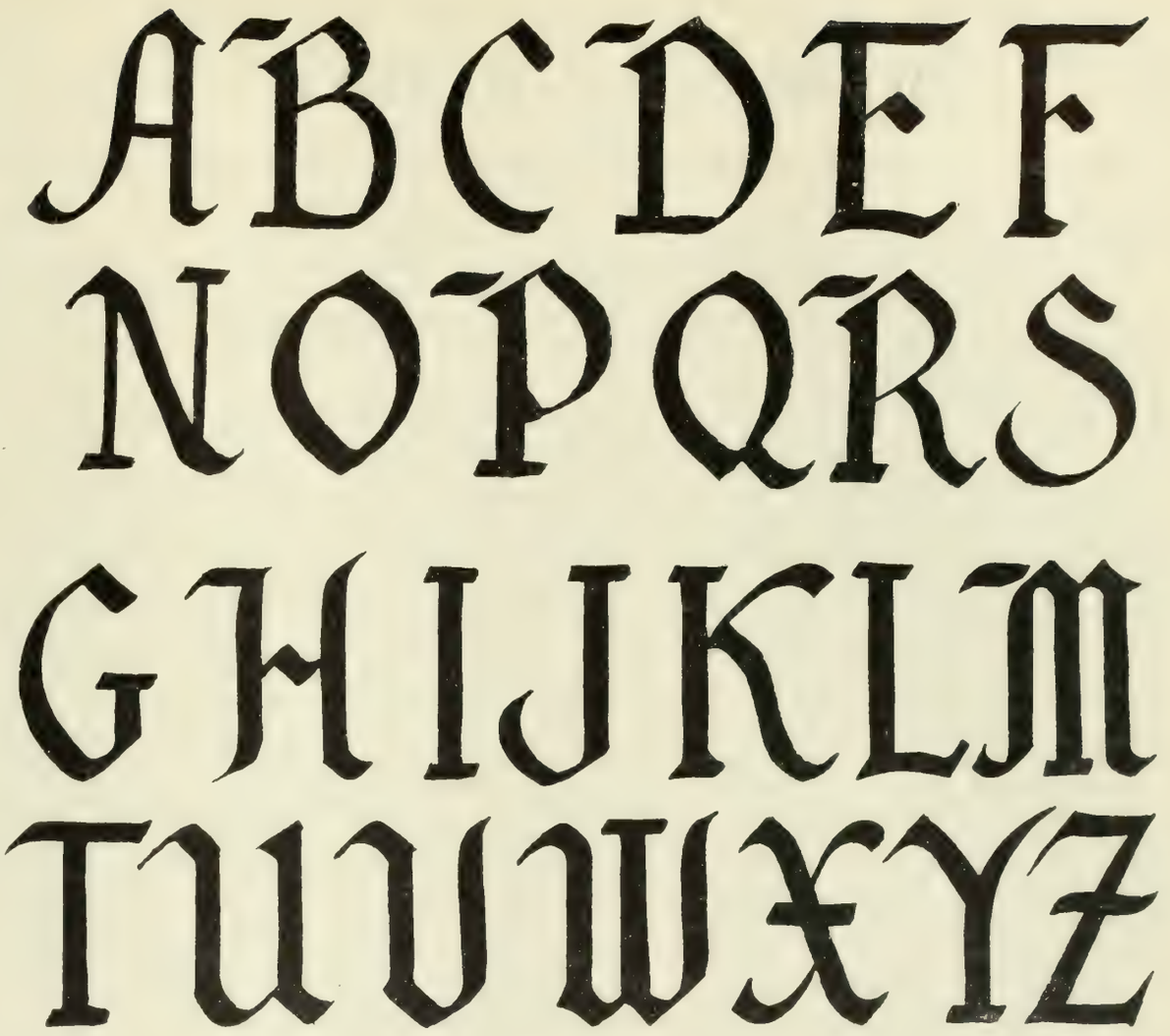
The inspiration, (if you wish to call it that,) which directs one showcard writer to better effort than another

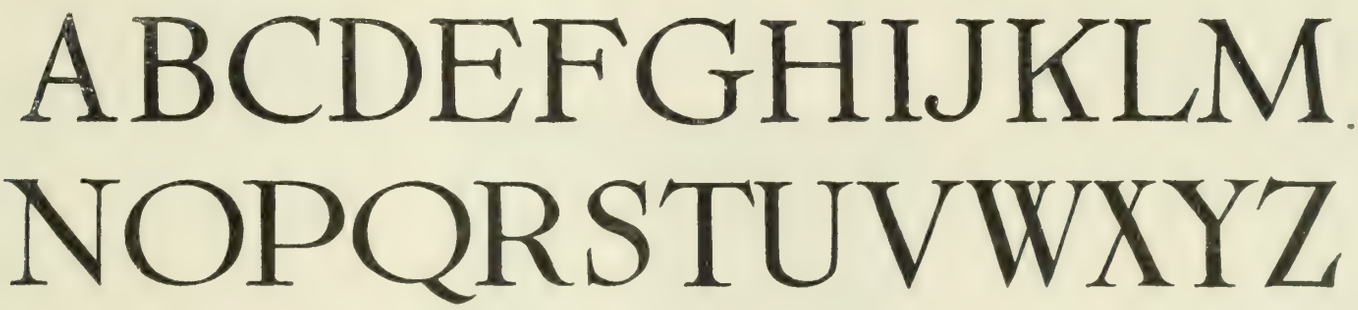


is nothing but a real capacity for taking pains. Cardwriters do not sit around posing and waiting for some sort of divine afflatus. They train their eye and brain to think quickly and accurately, and by so doing, are never at a loss how to do a card in the one best way.

Let your aim be to execute well turned out cards. Do not rest satisfied with primitive and childish stuff. Show your employer that you possess infinitely more than a back-stairs knowledge of showcard writing and your efforts will not fail of appreciation.

The T. Eaton Company's store in Winnipeg opened seventeen years ago on July 15th. It was the late Sir John Eaton who was responsible for this undertaking and through whose efforts this branch became one of the greatest commercial institutions of the west.





ROMAN CAPITALS

Makes Boosters Out of Kickers

Handling Complaints Wisely is Splendid Advertising—Store Always Gets the Worst End of the Deal When There is a Dissatisfied Customer—How Exchanges Might be Reduced—Make Adjustments With a Smile

DEPARTMENT managers are liable to lose valuable opportunities for the best possible sort of advertising by carelessness, or worse, by their method of handling complaints, of exchanging goods or refunding the cash. We have heard managers say, again and again, "Oh, she's an old grouch, always kicking about something, I wish she would never come in the store again," and that is the spirit in which some complaints are handled.

Now we all know that the person who makes a complaint is usually a great gossip. The world is full of these kind of people, and although we may not like them, we can't kill them, and we can't make them quit talking, but we can direct the sort of talking they are going to do, about this store.

The accompanying lecture was given to department managers in one of the large Ottawa stores. It contains many valuable suggestions for salespeople as to methods of making adjustments and, at the same time, making friends.

Store Gets Worst of It

We know that if we give scant courtesy to their complaints, no matter how unreasonable they are, our store is going to get the worst of it in that person's conversation for months to come; so it will pay us to make an investment this morning by studying this vital problem of exchanging goods and cheerfully refunding the cash, and outlining a uniform policy and rules for all departments regarding this subject.

(Continued on next page)

Style Specifications for 1923

THE JOINT Style Committee of the National Association of Retail Clothiers and the International Association of Clothing Designers at the 25th semi-annual convention of the International Association of Clothing Designers, held in Philadelphia, Pa., June 28th to July 1st, inclusive, do hereby declare that made attire for the Summer season, 1923, will be distinctively of the sport nature with the Norfolk type predominating. Novelty effects will also have a call due to the desire to use this type garment for street wear. The Norfolk coat will be cut on fuller lines with low belt, low pockets. Sack coat lines for young men will be of the high waisted order with shoulders and lapels of more width, gorges on higher lines and a decided peak lapel on the two-button coats. Backs will be of the deep vented effect. For the conservative men, the tendency will be toward a coat cut along graceful lines with medium body tracing effects.

The double breasted coat for young men will be of two-button type with one button to button.

To break the monotony of sameness of the two-trouser suits, it is recommended that fabrics of plain colors be used, with the extra trousers of the same coloring of background and with pencil stripe. This will answer the purpose of a combination suit, giving sufficent variety to make it almost distinctively two different outfits.

The demand for top coats is growing and the popular model for motoring will be of the Raglan shoulder type, with full body and belt all around. The material used in this coat should be of whipcords and gaberdine. For street wear the box back coat with natural shoulders will have the call. This coat will have well draped lines.

Trousers for young men will call for more generous size in seat, legs and bottoms than in the past few seasons.

Vests will be cut single breasted with short sharp bottom corner openings of moderate length and closing with five buttons.

Specifications for Men's Sack Coats

(Based on Size 37)

One Button, Single Breasted

Waist Length—16½; Full Length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—9″ Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3¼; Shape of Front—Slight Cutaway; Buttons Set from Edge—⅞; Front Effect—Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—15; Sleeve Size at Hand—11½; Sleeve Finish—Vent 2 Buttons.

Two Button, Single Breasted

Waist Length—16½; Full Length—30½; Blade Effect—Easy; Back Effect—Semi-Form; Back Finish—10″ Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3¼; Shape of Front—Slight Cutaway; Button Spacing—4; Buttons Set from Edge—¾; Front Effect—Medium Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—15; Sleeve size at Hand—11½; Sleeve Finish—Vent 2 Buttons.

Three Button, Single Breasted

Waist Length—16½; Full Length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—9″ Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimension of Lapel—3¼; Shape of Front—Slight Cutaway; Button Spacing—3¾; Front Effect—Medium Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—15; Sleeve Size at Hand—11½; Sleeve Finish—Vent 2 Buttons.

Two Button, Double Breasted

Waist Length—16½; Full Length 30½; Blade Effect—Easy; Back Effect—Semi-Form; Back Finish—10″ Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3½; Shape of Front—Straight; Button Spacing—4½; Buttons Set from Edge—4½; Front Effect—Medium Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—15; Sleeve Size at Hand—11½; Sleeve Finish—Vent 2 Buttons.

Specifications for Young Men's Sack Coats

(Based on Size 36)

One Button, Single Breasted

Waist Length—16½; Full Length 31; Blade Effect—Close; Back Effect—Shapely; Back Finish—14″ Hook Vent; Shoulder Width—4¾; Shoulder Effect Natural; Shape of Lapel—Peak; Dimension of Lapel—2¾; Shape of Front—Straight; Button—Link; Front Effect—Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—14; Sleeve Size at Hand—11; Sleeve Finish—Open Vent 1 Button.

Two Button, Single Breasted

Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Shapely; Back Finish—12″ Hook Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—2¾; Shape of Front—Straight Round Corners; Button Spacing—3½; Buttons Set from Edge—¾; Front Effect—Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—14; Sleeve Size at Hand—11; Sleeve Finish—Vent 3 Buttons.

Three Button, Single Breasted

Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Shapely; Back Finish—12″ Hook Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimension of Lapel 3; Shape of Front—Slight Cutaway; Button Spacing—3½; Buttons Set from Edge—¾; Front Effect—Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—14; Sleeve Size at Hand—11; Sleeve Finish—Vent 3 Buttons.

Four Button, Single Breasted

Waist Length—16½; Full Length 30½; Blade Effect—Easy; Back Effect—Medium Shapely; Back Finish—No Vent; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimension of Lapel—3; Shape of Front—Slight Cutaway Rounded Corners; Button Spacing—3½; Buttons Set from Edge—¾; Front Effect—Medium Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—14½; Sleeve Size at Hand—11; Sleeve Finish—Vent 3 Buttons.

One Button, Double Breasted

Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Shapely; Back Finish—13″ Hook Vent; Shoulder Width—1½; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3½; Shape of Front—Straight; Front Effect—Chesty; Style of Pockets—regular; Sleeve Size at Elbow—14; Sleeve Size at Hand—11; Sleeve Finish—Vent 3 Buttons.

Two Button Double Breasted

Waist Length—15½; Full Length—30½; Blade Effect—Close; Back Effect—Shapely; Back Finish—12″ Hook Vent; Shoulder Width—4½; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3¼; Button Spacing—4; Buttons Set from Edge 4; Front Effect—Chesty; Style of Pocket—Regular; Sleeve Size at Elbow—14; Sleeve Size at Hand—11; Sleeve Size at Hand—11; Sleeve Finish—Vent 1 Button.

Specifications for Men's Tuxedo

(Based on Size 37)

Waist Length—16; Full Length—30½; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—10″ Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Peak; Dimension of Lapel—3; Shape of Front—Straight Round Corners; Buttons—Link; Front Effect—Medium Chesty; Style of Pocket—regular; Sleeve Size at Elbow—15; Sleeve Size at Hand—11½; Sleeve Finish—Vent 3 Buttons.

Specifications for Young Men's Tuxedo
(Based on Size 36)

Waist Length—15½; Full Length—31; Blade Effect — Close; Back Effect — Shapely; Back Finish—12″ Hook Vent; Shoulder Width—4½; Shoulder Effect — Square; Shape of Lapel — Notch; Dimension of Lapel—2¾; Shape of Front—Straight; Buttons—Link; Front Effect — Chesty; Style of Pocket—Narrow Flap; Sleeve Size at Elbow—14; Sleeve Size at Hand 11; Sleeve Finish 1½″ Cuff.

Specifications for Men's Full Dress
(Based on Size 37)

Waist Length—17; Full Length—39; Blade Effect — Close; Back Effect — Shapely; Shoulder Width—4¾; Shoulder Effect—Natural; Shape of Lapel — Peak; Dimension of Lapel—3; Button Spacing—3; Front Effect—Chesty; Style of Pocket—Breast Welt; Sleeve Size at Elbow—15; Sleeve Size at Hand—11½; Sleeve Finish—Vent 3 Buttons.

Specifications for Young Men's Full Dress
(Based on Size 36)

Waist Length—16½; Full Length — 39; Blade Effect—Close; Back Effect—Shapely; Shoulder Width—4½; Shoulder Effect—Square; Shape of Lapel — Peak; Dimension of Lapel— 2¾; Button Spacing — 2½; Front Effect — Chesty; Style of Pocket — Breast Welt; Sleeve Size at Elbow — 14; Sleeve Size at Hand — 11; Sleeve Finish — Cuff and Vent.

Specifications for Overcoats
(Based on Size 36)
Top Coats

Full Length—41; Blade Effect— Full; Back Effect—Box; Shoulder Width—5; Back Finish—Plain Vent; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimension of Lapel—3¾; Style of Collar — Same; Button Spacing—5; Buttons Set from Edge—2½; Front Effect —Button Through; Style of Pocket — Patch and Flap; Sleeve Size at Elbow—16; Sleeve Size at Hand—13; Sleeve Finish 2½″ Cuff.

Spring Overcoats

Waist Length—17; Full Length—40; Blade Effect—Medium; Back Effect — Medium Form; Back Finish — Hook Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimension of Lapel—3½; Style of Collar—Same; Button Spacing—5; Buttons Set from Edge—2½; Front Effect —Button Through; Style of Pocket — Regular; Sleeve Size at Elbow—16; Sleeve Size at Hand—13; Sleeve Finish —Plain Vent.

Chesterfield Overcoats

Waist Length—17; Full Length—41; Blade Effect—Easy; Back Effect—Medium Form; Back Finish—Plain Vent; Shoulder Width—5; Shoulder Effect—Natural; Shape of Lapel—Notch; Dimensions of Lapel—3¾; Style of Collar—Same; Button Spacing—5; Buttons Set from Edge—3; Front Effect—Fly; Style of Pocket—Regular; Sleeve at Elbow—16; Sleeve Size at Hand—13½; Sleeve Finish—Plain Vent.

Raglan

Waist Length—17; Full Length—44; Blade Effect—Easy; Back Effect—Box-Belt All Around; Back Finish—Plain; No Vent; Shape of Lapel—4½; Effect —Button Through; Style of Buttons Set from Edge—2½; Front Pocket—Patch and Flap; Sleeve Size at Elbow—17; Sleeve Size at Hand—14; Sleeve Finish —2½″ Cuff.

Raincoats

Waist Length—17; Full Length—44; Blade Effect—Full; Back Effect—Box; Back Finish—Inverted Pleat; Shoulder Effect—Natural; Dimension of Lapel—5; Style of Collar—Convertible; Button Spacing—6; Buttons Set from Edge—6; Front Effect—Double Breasted; Style of Pocket—Patch and Flap; Sleeve Size at Elbow—17; Sleeve Size at Hand—14; Sleeve Finish—2½″ Cuff.

Specifications for Men's Vests
(Based on Size 37)

Style — Single Breasted; Bottom Corners—Slight Cutaway; Collar—No; Length of Opening—14; Length—27; Number of Buttons—5; Style of Upper Pockets—Welt; Style of Lower Pockets —Welt.

Specifications for Young Men's Vests
(Based on Size 36)

Style—Single Breasted; Bottom Corners—Short Sharp Points; Collar—No; Length of Opening—14½; Number of Buttons—5; Style of Upper Pockets—Welt; Style of Lower Pockets—Welt.

A recent appointment of interest to the clothing trade is that of Mr. J. E. Flanagan, to be Director of the Woolen Textile Department of John W. Peck & Co., Ltd., Montreal. Mr. Flanagan has been selling and buying woolens for 25 years and is widely known in his chosen field in Canada and abroad.

Specifications for Men's Trousers
Based on Size 33 Waist

Style Effect—Regular; Width at Knee 19; Width at Bottom—16; Bottom — Plain.

Specifications for Young Men's Trousers
(Based on Size 31 Waist)

Style Effect—Straight; Width at Knee—18; Width at Bottom— 15; Bottom—Cuff.

Boys' Styles, Boys' Coats
(Based on Size 12)

Single Breasted, Two Button

Full Length—24½; Blade Effect — Easy; Back Effect—Semi-form; Belt Finish—Two Buttons; Shoulder Width —4; Shoulder Effect—Square; Shape of Lapel—Semi-Peak; Dimension of Lapel — 2¾; Shape of Front — Nearly Straight; Button Spacing—3½; Buttons Set from Edge—1½; Style of Pocket—Patch; Sleeve Size at Elbow—12½; Sleeve Size at Hand—10; Sleeve Finish —Imitation Vent.

Single Breasted, Three Button

Full Length—24½; Blade Effect — Easy; Back Effect — Semi-Form; Belt Finish — 2 Buttons; Shoulder Effect — Square; Shoulder Width—4; Shape of Lapel—Notch; Dimension of Lapel—3; Shape of Front—Straight; Button Spacing—3½; Buttons Set from Edge—1½; Style of Pocket—Regular; Sleeve Size at Elbow—12½; Sleeve Size at Hand—10; Sleeve Finish—Imitation Vent.

Double Breasted, Two Button

Full Length—24½; Blade Effect — Easy; Back Effect—Semi-Form; Belt Finish—2 Buttons; Shoulder Width—4; Shoulder Effect — Square; Shape of Lapel—Semi-Peak; Dimension of Lapel —3; Shape of Front—Straight; Button Spacing—3½; Buttons Set from Edge —4; Style of Pocket—Patch and Flap; Sleeve Size at Elbow — 12½; Sleeve Size at Hand—10; Sleeve Finish — Imitation Vent.

Double Breasted, Three Button

Full Length—24½; Blade Effect — Easy; Back Effect—Semi-Form; Belt Finish—2 Buttons; Shoulder Width—4; Shoulder Effect—Square; Shape of Lapel—Semi-Peak; Dimension of Lapel 3; Shape of Front—Straight; Button Spacing—4; Buttons Set from Edge—4; Style of Pocket—Regular; Sleeve Size at Elbow—12½; Sleeve Size at Hand—10; Sleeve Finish—Imitation Vent.

Boys' Raincoat
(Based on Size 14)

Full Length—39; Blade Effect—Easy; Back Effect—Box; Belt Finish—Take up, Buckle; Shoulder Width 4½; Shoulder Effect—Natural; Shape of Lapel—Semi-Peak; Dimension of Lapel—4; Style of Collar—Convertible; Button Spacing and Number of Buttons—5½″ —3 Buttons; Buttons Set from Edge—5½; Style of Pocket—Patch and Flap; Sleeve Size at Elbow — 14½; Sleeve Size at Hand—12½; Sleeve Finish — Tab, 2 buttons.

(Continued on Page 48)

Neckwear For Three Groups of Men

What Kind of Neckwear Should the Fat Man Wear?—The Very Thin Man—The Medium Man—Correct Choice of Colors in Neckwear—How to Tie Knots Properly—Emphasize Quality in Neckwear

IN TALKING with haberdashers in different parts of Eastern Canada, Men's Wear Review has gleaned some interesting points with regard to the sale of neckwear, by which is meant both collars and neckties. The outstanding fact brought out by most salesmen referred to the necessity of using unusual methods in handling both these lines if success and future patronage are to result. The majority seemed to feel that there is too much sameness in the selling of all lines of neckwear, and a leading haberdasher who presides over a smart specialty shop in Ottawa stated that he considered there were more points to be studied by the salesman in regard to these lines than in almost any other type of merchandise.

Good Rules to Follow

Those men who have built up a reputation for their ability to sell collars and ties always stress the following four points, when asked how they go about a sale. First of all, the salesman must know how to classify his customers into three groups, those who have long necks, short necks and medium, or normal, necks. Second, he must be familiar with color preferences, and be able to advise the most becoming shade for any type of skin, dark, ruddy or pale. Third, every salesman must know how to tie a scarf correctly whether in a bow or in a knot. Fourth, the salesman should invariably show his best qualities first.

The reason for the classification of customers is perfectly obvious. One of the inexplicable things about human nature is the fact that the average person apparently cannot see himself as others see him, or he would not be seen so often in the type of clothing which accentuates his less attractive features. Why is it we so often see a man with a long thin neck, arrayed in one of the new low-cut collars and the narrowest of string ties? He finds it comfortable, no doubt, and cares little about how it looks. And again, who can say why the short, fat man will insist upon wearing a wide bow tie which makes his face appear even broader than it is? In cases such as these, it is exceedingly important that the salesman should be able to size up his customer at a glance in order to correct this error with tact and courtesy.

The safe rules to follow in every case are logical. The long necked man should invariably adopt a medium or high collar, together with one of the new and extremely smart bow ties. He should avoid the usual type of soft collar which tends to shrink still lower, but the newer unshrinkable ties ought to provide him with exactly what he requires from the points of view of comfort and good appearance. This type of customer, furthermore, is best advised to keep away from collars with long points in front. When he absolutely insists upon being sold a regulation soft collar he is advised to take the best quality, as the chances of shrinkage are lessened in the finest grades.

The short, fat man with a stocky neck, who is desirous of appearing more slender and taller, should eschew every type of high collar and cling to low shapes definitely, especially those which tend to points in front or the wing effects, now coming in more than ever. Ordinary soft collars, also, although so comfortable to wear, are not advisable for the short-necked man, because of the habit of shrinkage above referred to, as well as because they do not tend to give a neat, well-groomed appearance, and the short-necked man, above all others, requires to guard against the badly groomed effect of wrinkled linen. The new medium width or finely knitted silk tie should be entirely appropriate for wear with these low collars. The weave of the knitted tie, is important for the reason that some of the less expensive grades make a bulky, large knot that is not becoming to the short-necked man.

Choice of the Average Man

The third class of men, those who are average, should at all times strike a happy medium between low and high collars and stick to four-in-hands tied with the smallest possible knot. The three-inch flowing-end scarf should be quite wide enough for him, and all styles of collars, soft, semi-stiff, starched, may be chosen, provided a medium height is always kept in mind, After a man's neck size has passed 15½ he should be classed among the large sizes, and his needs governed accordingly.

Another failing into which most men fall, just as in the habit of choosing the wrong type of collar, is the selection of the most becoming shade for their individual coloring. Most expert salesmen say that the pale, fair-haired type of customer should confine his choice to blues, grays, browns and greens in the lighter shades only, either in plain colors or in combinations. Blue with white polka dots is said to be good for this type of complexion as well.

The more pronounced colors and patterns may be selected by the man with a more florid complexion, and the very swarthy man will look best in dark hued neckwear, as in both cases, the facial coloring is offset by the shade of the tie.

One of the greatest difficulties the salesman has to contend with in selling neckwear is the habit of the customer to cling to one style for all time. In the case of a scarf, the customer probably believes that only one certain shade suits him, and he follows it blindly. There are many men who cling to the all black scarf, believing it is in the best taste and fearing to attempt to wear any other color. In this connection, it might be suggested that the salesman make a study of the most correct type of tie to accompany different kinds of shirts. Then when a shirt sale is made, the salesman should show the customer the effect of a carefully chosen and artistic necktie, with this particular shirt, and the chances are very much in favor of the sale of both articles. Every sale of shirts, especially those sold in quantity to one customer, should be accompanied by the sale of one or more neckties. This is a logical result as can be recalled by the number of purple ties which can be sold at Easter with white or lavender-striped shirts, or during any summer month, when negligee and outing shirts are most in demand and appropriate neckwear seems a difficult choice.

The Tying of a Necktie

The third point mentioned earlier in this article, relating to the correct knotting of the tie, is emphasized because many salesmen have told Men's Wear Review that this particular point is usually ignored by the average man. Most men are afraid to tie a good, tight knot in their necktie and after a morning's wear it is apt to work loose. A good, firm knot is the only way to achieve a well-groomed neck-line, and here is where the value of a good tie comes in. A well-made necktie, reinforced by a facing on the under side, should stand up under frequent tyings and give good service, whereas a cheap tie cannot be used more than a few times under such treatment. The knot should be tied firmly enough to make the tie stand out about one inch from the shirt, but no more. A bulging effect is no longer in good taste.

Lastly, we come to the question of price. In all the better stores, the rule is to show the best first, regardless of whether customers appear to be seeking cheap or good merchandise. Always emphasize the fact that a good piece of silk, or a pure thread-silk knit tie, can be worn, cleaned, worn again, pressed any number of times, and so on, whereas in the case of cheap cut silk or fibre ties the quality does not warrant even the least expenditure of money or time in renovating them.

How Knit Underwear Is Made

Underwear Ranks Second in Importance of All Lines of Men's Furnishings Carried—Growth of Canadian Knitting Industry Has Been Phenomenal—Over $30,000 Invested—Process of Manufacture Described

UNDERWEAR is a profitable line of merchandise and instead of standing at the bottom of the list of men's furnishings should rank at least second in importance of all lines carried in stock.

Last year an enterprising American manufacturer discovered that, out of 53 stores investigated, the total volume of underwear sales ran anywhere from 10 per cent. to as high as 33 per cent. as against the store's volume of business. According to this manufacturer shirts, neckwear, hats and hosiery are sold in higher proportion to underwear and are in every way given more showing in the average men's wear store, yet underwear possesses a thousand different features which are invaluable as selling points if thoroughly understood, besides which the process of manufacture and the numerous different styles now on the market provide an almost inexhaustible source of interest to the salesclerk who will take the trouble to think of knitted underwear as something more than a mere necessity.

Methods of Manufacture

To begin with some facts about the knit goods industry, it should be remembered that the majority of knit underwear garments made in this country are cut from fabric knit in tubular form and sewed up. There is little full-fashioned goods, therefore, the method of manufacture is almost uniformly done in the manner hereafter described.

Winding is the first process, though there are large mills which start with the raw cotton and spin their own yarn. Generally yarn is purchased. The circular underwear knitting machine does not knit the garment but it knits rolls of tubular fabric, forming a continuous piece of double thickness when laid flat. Its width is determined by the size of garment to be made. The rolls of knitted fabric are washed after coming from the machine. Usually they are treated with a chemical of alkaline properties. In the case of balbriggan, an oil is used to soften the fabric. Bleaching takes place in this part of the process, then packed in an extractor, the cloth is whirled at high speed to force out the water. The drying is accomplished by blowing hot air through pipes over which the fabric is placed, or by hanging the fabric on rollers in a heated drying chamber. In the case of fleeced underwear the cloth is run between sets of rollers which tear up the heavy backing yarn knitted in for this purpose.

Whether fleeced or not, the cloth now goes to the cutting room and is cut in lengths according to the sizes to be made, and is piled up to the limit of cutting thickness either by hand or machine. Defective pieces already have been cut out and the cutter, working with a long, extremely sharp knife, or with an electric cutting machine, follows the pattern, the pieces being ready for the actual construction of the garment. They are inspected for defects, stamped with the size number and bundled in dozens.

Putting the Garment Together

The cuff or drawer bottoms are looped or seamed on the sleeves or legs, seaming more general because of the slowness of the looping process. The fabric is slit on a special rib-cutting machine though sometimes shears are used. The garment is now sewed together on a machine which at the same time trims off surplus material. Only the better grades of underwear are cover seamed. Shirts and union suits then are laid out to outline the neck, after which a machine cuts out the marked portion and stitched round the inside of the back of the neck. The front is then slit down as far as desired and the fronts are faced to strengthen the buttonholes. On the button side, a reinforcement is also added and spaces for the buttonholes are marked out and stitched around by a machine, a "plunger" knife automatically cutting the cloth inside the stitches. Buttons are also sewn on by a machine.

Final Processes

Following the processes outlined, come the pressing, folding, labeling and boxing, so that in the making of a knitted union suit the garment is not a work of a few pairs of hands, but comprises more than 30 operations between winding and shipping.

No branch of the textile industry in Canada can boast of such a rapid and altogether abnormal development as can the knitted goods branch. During the past decade the wonderful progress of the knit goods trade has been a conspicuous feature in Canada, an increase of 100 per cent. in the past ten years. The equipment of these mills, not only in motive power and machinery, but in dyeing, bleaching and finishing, is unsurpassed anywhere. Many of the mills are supplied with electric turbine power from the large rivers in Western Ontario, where most mills are located. The capital invested in Canadian knitted goods industry is approximately $30,000,000.

The Canadian knit goods trade owes its origin to the town of Belleville, Ontario, where the first attempt to turn out goods on a commercial scale was made in 1857 by an Englishman who brought out three handknitting machines and a quantity of yarns. Two years later this man became associated with a partner and between them, they developed power-made knit goods with success. Thus commenced the knitted goods business in this country which has become such a well known factor in the trade, the output of which reaches the sum of $45,052,000 annually.

In an analysis of the preference of customers regarding styles of knit underwear the following list has been compiled, showing that medium weight wool union suits and two-piece garments are the biggest sellers for all year round wear for the country at large:

Union suit, knitted cotton in light weight, ¼ per cent.; in medium weight 3 per cent.

Union suit, wool, in light weight, ¼ per cent.; in medium weight 22 per cent.

Union suit, wool, in heavy weight, 9 per cent.

Two-piece suit, cotton knit, in light weight, ½ per cent.; in medium weight 3 per cent.

Two-piece suit, wool knit in light weight, 1 per cent.; in medium weight 23 per cent.; in heavy, 7 per cent.

Knit Underwear for Summer

When customers ask about the coolest type of underwear for summer the sales clerk is safe in recommending knit underwear in a light weight because it rapidly absorbs and evaporates the surplus moisture of the body and prevents the wearer from taking a chill from damp clothing or overheated skin and open pores. The open structure of loosely spun yarn allows a freer circulation of air to envelop the body and in turn helps cool the surface of the skin by aiding evaporation. At the same time it should be remembered that this same type of underwear, maybe of somewhat heavier weight is an ideal warmth conductor as well, since it allows air to circulate and keeps the bodily temperature equal. Underwear of knitted cotton especially will launder perfectly and will not become lumpy or heavy. The flat knit garment of medium weight is therefore the ideal garment for all the year round use by any man who desires to get the maximum of comfort, value and use out of his purchase.

The Retail Clothiers and Furnishers Association of Virginia in semi-annual convention passed a resolution condemning the army and navy stores as misleading in their methods of operation.

Selling Below Cost an Unfair Method

Price Cutting is Price Making—If Profitable Must Exceed Seller's Cost—Operating More Than One Store, No Excuse For Price Cutting—Should Practise Cost Accounting

By NELSON B. GASKILL, Chairman U.S. Trade Commission

A SELLING price has two points or poles of reference. It bears a variable current of other prices offered contemporaneously which constitute the "market." It may be either above or below the market at the option of the seller. In this phase a selling price is governed solely by the desire of the seller to obtain a sale. The other relation is to the cost accrued against the commodity when offered for sale. This production cost is fixed by operations of the seller and cannot be volitionally varied except as the processes prior to offer for sale may be modified and result in a lessening of charges.

It is axiomatic that a selling price must include a margin over production cost sufficiently large to include a balance after deduction of all charges incurred but not properly included in production cost, if the sale is to result in a profit. A normal, profitable selling price, therefore, may range from the "market" as its maximum to "production cost" as its minimum. If it is above the market, it is not likely to induce a sale, and if it is below production cost, it will not produce a profit.

Competitive selling prices, therefore, which must range between market price and production cost if they are to be profitable, represent the desire of the seller to effect a sale within limits that he cannot transgress and over but one of which he can exercise any lawful control.

The Competitive System

The proper object of business is profit, and its necessary result must be profit. We have chosen to organize and conduct society upon the competitive system. The fundamental principle of the competitive system, the impelling cause of its adoption, and our adherence to it are that, properly applied, it tends always to an adequate return for the productive effort. It is an economic recognition of the truth in the statement that "the laborer is worthy of his hire."

Each member of society is at once a producer and a consumer, operating in both capacities on a competitive basis. It is often assumed that the consumer is a distinct class wholly apart from producers, but such assumption is a fallacy. The producer-consumer character of each member of society is fixed by necessity, and the principles that govern his productive operations in which he is the seller also regulate his actions as a consumer or a buyer. Each individual standing alone, just as society in mass, conducts this double operation.

But when the question is put to the individual in his capacity as consumer-buyer or to the mass of society in that character, "At what price are you entitled to receive that which someone else has produced?" the answer is likely to be, "For nothing if we can get it; for as little as possible if we must pay at all."

The answer is wrong, because it prevents the existence of that equipoise the producer-consumer relation which the fundamental principle of the competitive system demands. In an isolated instance the seller has received less than an adequate return and the buyer more. Multiply the individual into the sum total of all individuals in society, extend the operation of the theory to universal application, and there is exhibited an organized society of producer-consumer units, asserting and at the same time denying the right of a return for productive effort that equals the cost of production. This is exactly the condition that now obtains.

What Price Cutting Means

Each individual in his capacity as a producer is entitled to a profit, and each in his capacity as a consumer is obligated to pay a price that yields a profit.

If you deny this, it seems to me that your alternative is in its logical conclusion an assertion of the right to reduce some part of mankind to slavery; because, if it is right to take part of an individual productive effort below its cost, it is right to take the whole effort and its result without any compensation whatever.

Price cutting is, of course, price making. It is the expression of the extent or degree of the desire to sell. It may be directed against the market, in which event it is adverse to all competitors, or it may be thrown forward against competitors in a particular locality or against a particular competitor. It may represent the seller's relation to conditions of supply and demand, it may express his individual preference for volume of sales, it may represent his efficiency and advantageous location as shown in his relatively lower cost; but if it is to be profitable it must exceed the seller's individual cost, and if it is to be consistent with the fundamental principle of the competitive system it cannot be less than the seller's own cost.

Habitual selling below cost as a method of doing business is in my judgment an unfair method of competition.

There are circumstances, of course, that justify its emergent use, just as there are conditions that justify the amputation of a limb; but these are outside the rule, not exceptions within it. The necessity of liquidation, for keeping an organization going through temporary stress, possibly during the introduction of a new industry in a competitive field, are emergencies that justify impairment of capital; but selling below cost is no more a part of the ordinary conduct of business under the competitive system than self mutilation is necessary to living.

Competition May Increase Prices

We erroneously assume that all properly directed competitive efforts, as they are more and more efficiently performed, tend to a reduction in price to the consumer. They may quite as well and with equal justification increase the return to the producer and be exhibited in effect as an increased price to the consumer. It is quite apparent that when efficient methods of distribution and marketing adjust supply to demand properly, relieving one glutted market and supplying others previously short, the tendency is to a rise in price in the long market, a fall in the short market, and a settling of the general price level above its previous average. It does not follow then that the denial of the existence of the right to sell or buy below the seller's cost is a limitation upon the freedom of competition.

STYLE SPECIFICATIONS FOR 1923

(Continued from Page 44)

Boys' Top Coat

Full Length—36; Blade Effect—Easy; Back Effect—Box; Belt Finish — Take up, 2 Buttons; Shoulder Width — 4½; Shoulder Effect—Square; Shape of Lapel—Notch; Dimension of Lapel—3¾; Style of Collar—Regular; Button Spacing and Number of Buttons—4½"—3 Buttons; Buttons Set from Edge—4½; Belt Effect—All Around Belt; Style of Pocket—Patch and Flap; Sleeve Size at Pocket—Patch and Flap; Sleeve Size at Elbow—11; Sleeve Size at Hand—12.

Boys' Trousers

Style Effect—Knickers; Width of Bottom—12; Bottom Finish—Strap, 2 Buttons.

NEWS OF THE CLOTHING TRADE

James McGowan, manager of the men's and boys' clothing manufactory of the T. Eaton Co., Ltd., of Toronto, was found dead at his home on July 12th. Mr. McGowan started with the Eaton Company 27 years ago as a clerk in the clothing department.

Tariff duties on woollen blankets ranging from 20 cents per pound and 30 per cent. ad valorem to 40 cents per pound and 40 per cent. ad valorem were recently approved by the U. S. Senate. The Underwood law rate was 25 per cent. ad valorem.

The Clothing Workers' strike in Montreal came to an end after a few days out.

David Green, of Windsor, was out $5 and a pair of trousers as a result of a false cheque passed to him by a woman who signed her name Irene Eaton.

On May 30th Schroeder's tailer shop of Elmira was broken into and a quantity of merchandise stolen. As a result of this and two other offences, Walter Heintzman was recently sentenced by Magistrate Weir of Kitchener to four years at Kingston.

The Prince of Wales is regarded in England as one of the foremost leaders in style for men.

George Naylor & Co. of Ingersoll sustained the loss of four plate glass windows on August 8th. A young man cranked his car with the clutch in about one hundred yards from Mr. Naylor's store. It started down street and crashed into his handsome store front smashing four large panes of plate glass. A little boy was run down by the runaway car and had to be taken to the hospital.

Edison the inventor says he keeps fit because he keeps a healthy body and does not wear tight fitting clothes.

Some of the Toronto beauty parlors are giving men the Marcel wave.

A small blaze recently occurred in the store of Wm. Luxemburg of Gananoque. It was extinguished before any damage was done.

A "smooth stranger" recently operated successfully in Mount Dennis. He relieved three citizens of $10, $7 and $5 respectively after taking orders for suits of clothing. These deposits were placed with the smooth stranger who was never heard of afterwards. Who was it said there was a fool born every minute?

P. Bellinger, Limited of Toronto, is making extensive alterations to his King street store. In connection with these, he ran an alteration sale.

Approximately $150,000,000 is invested in the Dry Cleaning plants of the United States and over 300,000 people are employed.

"BUT HOLD ON A MINUTE"

That is what E. R. Fisher, of Ottawa, said to a representative of Men's Wear Review when we asked him of what benefit it was to him to show a Barracuda, the tiger of the seas, in one of his windows in which an early showing was made of fall models during the first week in August.

Mr. Fisher said that the immediate result of this novel window was nil but that, looking ahead, it was worth much.

A picture of the window and a story about it will be told in the September issue of Men's Wear Review, which will also be our annual fall number.

Watch for it.

J. W. Worth of the Canadian Woollens Company, states that their company lost $5,000 as a result of a power shortage during one week in July.

J. Moran and G. E. McBride of Owen Sound, have dissolved partnership.

R. J. Young & Co., of London, recently advertised that they would give free a box of chocolates with each tie sold on a Saturday for 79 cents.

A damage of $6,000 by fire is the loss sustained by the Lynes' Clothing store of Windsor, in a recent blaze.

The American Clothing Company opened a store in the Yarmouth Hotel Block, Yarmouth, on July 15th.

Senator Walsh of the United States, estimates that the recent new duties imposed on wool in that country, will cost the people of the U. S. $200,000,000.

Textile Trade In England

Brighter Outlook in Cottons—General Tone is Good in Woollen Trade

The following information comes from F. W. Field, British Trade Commissioner of Ontario:

Cotton.—While the outlook with regard to cotton yarn and piece goods is generally reported to be brighter, and in a number of cases employment is steadily, if slowly, improving, there have been no very outstanding features during the past month.

For piece goods some of the Far Eastern markets have been slightly more prominent, while the South American trade has improved.

British Cotton Growing Association.—The annual report recently published contains some interesting information regarding difficulties successfully overcome and of progress made. The efforts of this association have been largely directed towards those districts where insufficient transport and untrained native labor present very real difficulties, and the fact that, despite these obstacles, profits have been made is highly commendable and encouraging. In Nigeria, for instance, a threatened loss was ultimately converted into a profit of over £16.700. The production of cotton in what are known as "new fields" in the Empire was notably higher in 1921, at 165,000 bales of 400 lbs., than in 1920, and promises to exceed that figure in the current year. Uganda, Nigeria, and the Sudan are now established as growing centres from which large supplies may confidently be anticipated in the future.

Wool.—Business in Bradford continues to be conducted on somewhat restricted lines, but the general tone is good and there are indications of returning confidence in values. The continued demand for fine combing wool, the limited output from the combs, and the increasing consumption at home and abroad are factors which tend to encourage the belief that prices will be maintained.

Considerable sales of average Cape tops have been made at 4s. 6d., prices which do not suggest any lack of confidence in the future.

Top makers' quotations for merinos show little change, but cross-breds are easier in sympathy with the decline in London.

MacDonald & Gay of Galt, have purchased the business formerly known as "The Hub."

Give Real Money in Clearance Sale

J. P. Farrell, of Fredericton, N.B., Says That Unusual Methods Must Be Used in Clearance Sales to Get People to Spend Their Money—Giving Money Helps Them to Spend It—Also Makes Strong Appeal to the Ladies—Dress Windows With Bank Notes

J. P. FARRELL, proprietor of the Royal Store, Fredericton, N. B., has a theory that mid-season clearance sales need to be run on original lines if they are to hit the target aimed at, namely, to dispose of all remnants of merchandise before starting a new season. In the average town of less than 10,000 population there is apt to be a similarity in merchandizing methods as practiced by local retailers which tends to make the buying public somewhat comatose when anything called a sale is announced. Startling announcements and unusual features require much careful planning and forethought on the part of the retailer who intends to put over anything of this nature in connection with his clearance sale, but granted that his plans have been well laid and precautions against failure taken, even the most conservative town will respond with alacrity once the advertising bait is swallowed.

"The public" remarked Mr. Farrell to a staff member of Men's Wear Review, "cannot be expected to buy goods that are not actually needed simply because such goods are cheap. The public must be given a reason for buying and must be tempted and roused into expectancy, and then it will buy anything. This is the main reason why I postponed my clearance sale this season until the beginning of August, or until most of the other clearance sales were finished. Then I decided to try a plan of holding a three-day sale, each day of which was a special event with unusual features, the principal attraction being the fact that I gave away real money with every sale of a suit of clothes for boys or men."

Dressed Window With Bank Notes

According to Mr. Farrell, the idea of giving the customer cash instead of marking down the price is the most successful idea he has ever tried out and is certainly worth recommending to any retailer who wishes to reduce stock quickly. To give widespread publicity to the sale, Mr. Farrell had one of his display windows dressed with the suits together with dozens of crisp new bank notes in denominations of $2; $5; and $10, which were literally "draped" around the window, and announcement was made on a show card that one of these bills would be given with every suit purchased on the following days. When the doors opened on the initial day of the sale there was an eager throng of both men and women who rapidly picked up the twenty suits offered at $5 apiece featured as a starter, while numbers of others came to purchase suits from regular stock, with each of which a $10 bill was given when the purchase price was above $25. Boys' suits also carry a rebate in cash above the prices of $7 and $12 varying from $2 to $5.

Ladies' Day Attracts Women Buyers

The first day of this event was called Opening Day, the second Ladies' Day, and the last day, Saturday, the Big Day, in which every member of the family could find a bargain to suit his needs. Prices on all goods were marked away down and hundreds of genuine bargains were offered, but no goods could be exchanged, charged or taken home on approval.

Mr. Farrell is justly proud of his success in the men's wear business begun in a small way, some thirteen years ago. Since then the original store has been enlarged three times and is now more than 100 feet deep and is equipped with the latest fixtures for clothing, comprising six large revolving rack cabinets, with headwear and shirt display cases to match carried out in solid oak. The policy of the business is based on 'quality and satisfaction to all'.

Mr. Farrell is an enthusiastic sportsman as well as a successful retailer and takes great interest in the local Base Ball Club, on the executive of which he is a valued member. He is particularly interested in the welfare and interests of the man who works and takes pride in being 'hail fellow well met' with everyone.

Gives Best Value At Low Profits

Although during sale time, the Royal Store makes it a policy to feature odd figures in prices, carrying out the idea of doing things differently, yet at ordinary times, the opposite plan is followed, and even numbers are used. Going further, Mr. Farrell believes firmly in the habit of taking less profit than was customary a few years back and prices clothing and furnishings at a close margin which means that sales roll up quicker and competition is impossible. A suit which should really be marked at $38, is priced at $35, in the Royal Store on the theory that cash is better than merchandise on the shelves any day. Every day merchandizing is done a little differently so that nothing becomes monotonous either for the staff or the public in the matter of display of goods. "It is the merchant who varies his daily routine of merchandizing who never finds business dull," according to Mr. Farrell.

K. G. McRae of Revelstoke, B.C., has opened his new store after the disastrous fire of last spring. He put in a complete new stock of men's and boys' furnishings, boots and shoes, etc.

Hickok Holds Semi-Annual Convention

Representatives Attend From U. S. And Foreign Countries—Confidence in Future

The semi-annual convention of the salesmen of the Hickok Manufacturing Company, was held at Rochester, N. Y. Hickok salesmen from all parts of this country, as well as foreign countries, attended the convention; and it was one of the largest and liveliest conventions ever held by this company.

Daily meetings were held at the factory, at which the salesmen were acquainted with the new line of Hickok belts, buckles and beltagrams and new methods of selling. There were many discussions of the sales possibilities of the various new additions to the line; experiences in selling the line in various territories were exchanged by the salesmen.

On Saturday, July 8th, a picnic was given to the salesmen and employees of the company at Island Cottage Beach near Rochester. Athletic games were entered into enthusiastically by the salesmen and men and women employees of the factory, as well as the officers of the company. An elaborate menu added to the joy of the occasion and "a good time was had by all."

The convention closed on Friday evening, July 14th, with a banquet at the Rochester Club, which was attended by the executives, salesmen, and advertising agent of the company; all of whom, in turn, addressed their fellow-diners.

The following attended the banquet:

Jos. H. Nusbaum, Milton A. Nusbaum, Dan Nusbaum, George Lanni, John Lanni, Morrie Levy, Wm. H. Kallusch, Elmer N. Kallusch, M. W. Heinrichs, John F. Moran, Henry Halms, Leo H. Schiff, Sol Schwartz, Al Stein, Harry A. Levy, Harry Friedman, Jack L. Berlove, A. M. Boosey, Chas. W. Ovenburg, M. D. Fauman, G. D. MacLean, W. A. Walsh, Mr. Gorsuch, M. Sashs, R. P. Lopez, Mr. Hayms, A. Rosengarten, S. Rae Hickok, L. W. Shields, H. R. McAdam, Eben. Halley, H. A. Hamilton, A. E. McCoy, E. S. Mix, H. W. Schulze, I. C. Devendorf, C. Henry Mason, Adv. Counsel, Chester Keehley, Pianist.

Conspicuous was the absence of Tom Lanni, who had recently undergone an operation. A candle was lighted for him at the table and burned throughout the dinner.

An "Avoid" List Helps Cut Overhead

Merchandise Manager Says That Habit of Conserving Developed During the War Seems to be Forgotten Now—Simple Little Habits of Wastefulness Mount Up Into Many Dollars—Prodigal Use of Wrapping Paper, Pins, Cartons, etc., to be Eschewed

DISCUSSING the ever vital subject of how to reduce the cost of selling merchandise in the average store, some pertinent suggestions were offered to Canadian Grocer by a Montreal merchandise manager. The fact which he kept foremost in the discussion of how to bring down overhead was that we are forgetting the meaning of the word "conservation" which used to be heard so frequently during the war years, and we are lapsing back into many uneconomic practices which are indicative of habits of extravagance, of carelessness, and which need to be constantly supervised. Making the most of resources—a fundamental principle of good management at all times—is of supreme importance when reduction of overhead cost becomes imperative. Just as during the early months of the Great War, leading merchants got together to discuss measures for reducing waste in materials and equipment used in retail stores, for curtailing some expensive forms of service such as unnecessary number of daily deliveries and too liberal allowance of time for return of goods, etc., so the same problems are, to a great extent, calling for solution in these post-war days. As a result of a widespread revision of store policies, as a war measure the much indulged shopping public soon learned to be more reasonable in its demands, and public interest became aroused in the endeavor to aid merchants in their efforts to encourage conservation.

Common Forms of Waste

By a similar plan, those stores which find their overhead expense mounting instead of declining might adopt some of the recommendations made by the Montreal merchant. "I have issued the following list of things to be avoided in all the departments of this store," he remarked. "On the whole I find the most waste and carelessness in connection with wrapping and packing merchandise, but there are many other little leaks which have been eating up profits and are now coming under the axe."

The list was given as follows:

"Avoid forcing merchandise into too small an amount of paper, so that tearing results, and a second piece has to be used.

"Avoid a large box when a smaller and a cheaper one would accommodate the merchandise suitably.

"Avoid using tissue paper to pack inexpensive goods which need no such protection, or to fill up corners unnecessarily.

"Avoid wasting pins. Good pins are expensive and as they can be used indefinitely, it is important that they be saved. Pick up the pins which drop on the floor.

"Avoid wasting pin-tickets, tags and rubber bands which may be used again.

"Avoid using more paste than is necessary in applying address tickets to bundles.

"Avoid using tissue paper for dusting instead of cloth dusters, or destroying boxes in which merchandise is returned when they are in good condition to use again.

"Avoid destroying empty merchandise cartons which could be used to advantage in the packing room.

"Avoid figuring and scribbling on printed forms instead of using waste paper or regular scratch pads. Do not tear off a corner of wrapping paper to do figuring on.

"Avoid wasting carbon paper in salesbooks, when it may be reversed and used as long again.

"Avoid wasting advertising leaflets. Cases have come to light where as many as 8 or 10 have been found in parcels, when only one should have been included."

The staff of this store has also been instructed to watch the electric lights burning in show cases, which may often be turned off when the sunshine is particularly bright, with a consequent saving.

Reducing Cost of Delivery

This firm has also effected a saving of money in connection with delivery of parcels. A rule has been recently put into force whereby no C. O. D. sales of less than $1 will be accepted, nor will any article costing under this amount be sent. When the question of delivery comes up in connection with the sale of a small purchase, the sales clerk is instructed to enquire, "Will you take this with you?" instead of the opposite question, "Will you have this sent?" which invariably leads to acquiescence on the part of the customer.

Waste of time on the part of employees is discouraged by this store, which insists upon promptness in the morning and after lunch on the part of its staff. Care of store property is likewise emphasized in another recommendation which is worded as follows:

"Any salesman who finds it necessary to stand upon the counters or other fixtures at any time must use cardboard or other protecting substance under his shoes."

Employees are likewise enjoined to report anything which should be given instant attention such as an odor of gas, a leaking pipe or faucet, or a latch out of order. Prompt attention in small matters frequently means a saving of much money in the end.

Departments of this store have shown improvement over past conditions since an investigation has been made with regard to the manner in which samples are given, or goods protected from dust and strong light, and from waste in over measuring. Every piece of goods handled by four salesmen for a period of seven days was re-measured and reweighed as a test of their accuracy and in each case losses from over measurement were discovered varying from 1½ cents a sale to three cents. Such lack of exactness in measuring and weighing may be responsible for heavy losses.

Sales Check Errors

Errors in writing and handling sales checks are always costly and in this connection, salespeople in this store are told to read over the name and address given to the customer before he or she leaves the department, lest an error may have been made inadvertently. This is usually done when change is being given.

One result already registered in connection with this campaign for conservation of store resources has been a new enthusiasm shown by the employees who have quickly recognized the advantages.

PLANNING INTERNATIONAL EXPOSITION

To arrange details for the organization of the Niagara Falls International Exposition, offices have been opened by the promotors in Buffalo. The project will evolve an expenediture of upwards of $200,000,000 it is stated. Large appropriations from thte governments of the United Staets, Canada ,Eurpoe, Asia, Africa and Southt America will be sought to erect and maintain permanent exposition palaces.

A prominent feature will be the display of the produdcers of textile mills. Working models will be installed showing the processes involved of every product manufactured in America.

Arrangements have been completed for the etsablishment of a Canadian branch of the ander and Watson Hosiery Co., in Guelph, Ont. The new mill will make silk stockings, socks and sport hose of all kinds.

Retailers Openly Oppose Receipt Tax

Convention of Eastern Ontario and Ottawa District Branch R.M.A. Passes Resolution Authorizing Dominion Board to Fight Tax on Receipts—Many Merchants Unaware of Nature of Receipts To Be So Taxed

BROCKVILLE, Ont.—Two hundred retail merchants, representative of various lines of trade in Ottawa and many parts of Eastern Ontario, assembled in convention in Brockville, Ont., this month unanimously endorsed the receipt tax resolution shown on this page. It was moved by A. D. Carscallen of Tamworth, and seconded by L. N. Poulin of Ottawa.

Thanks to the organizing ability of J. C. Campbell, secretary of the Eastern Ontario district, and to the valuable assistance rendered by the Brockville committee, the convention arrangements were carried out without a hitch. The attendance was good and the delegates entered enthusiastically and earnestly into the discussions. The chair was occupied by Henry Watters, president of the Eastern Ontario district association and managing director of the Standard Drug Co., Ottawa, and a lengthy but enlightening exposition of the Sales Tax was given by E. M. Trowern, secretary of the Dominion Board, Retail Merchants' Association of Canada.

In the evening a banquet was held in the town hall, and the business part of the programme was concluded Thursday morning.

The Brockville committee in charge of arrangements consisted of: A. M. Patterson, chairman; H. W. Gilhooley, vice-chairman; H. J. Muldoon, secretary, and William Rhoades, treasurer.

Let Businessmen Run the Country

The spirit manifested throughout the meeting was that the government should step aside and let businessmen run the business of the country. There was altogether too much interference with trade.

The delegates were welcomed by Mr. Patterson, who expressed the hope that the day was close at hand when every retail merchant in Canada would be identified with some branch of the R. M. A. He said it was in their interests to do so.

Mr. Trowern confined his remarks entirely to taxation matters. It was one of the most important and perplexing problems with which the association had to contend. The difficulty was that legislation was being introduced from time to time by men who knew absolutely nothing about business. In his opinion taxation should be simply to raise revenue, and for no other purpose. He said there were at present ten systems of taxation, all of which were tumbling over each other and costing the country thousands of dollars. There was not even a vestige of system about it. He compared the government plan with that of the Retail Merchants' Association, where one assessment was made for all purposes.

Mr. Trowern thought Canada was too sparsely populated to have any cumbersome system of taxation. The time had come when it was up to the retail merchants to stand up to the government and demand their rights. There was no use waiting for another change of government, for one party was as bad as the other. "I would tell the politicians to step aside," he said, "and leave the business of this country to businessmen."

"Whereas in the opinion of this convention the placing of stamps on all receipts of ten dollars and over for the purpose of raising revenue is an unnecessary and annoying arrangement and one that will fail to accomplish the object in view, we recommend that the tax be abolished, and request the Dominion Board to take the matter up with the Government."

Judges Cannot Understand It

The speaker then proceeded to show the density of the act. Even the judges could not understand it. He was prepared to give one hundred dollars to some charitable institution, if anybody could explain to him what the Sales Tax Act meant.

Reference was next made to the classification of certain retail merchants as manufacturers, and Mr. Trowern pointed out that it was only after a great struggle that the government was induced to exclude certain retailers from this classification. These included blacksmiths and tinsmiths, but there were still a number who were being unjustly placed under that classification, and therefore there was still a big fight ahead.

"I tell you," said Mr. Trowern, "that we have got to be consulted before the government puts over any more such freak legislation."

"It is not the people who are running this country, but the officials of the various government departments."

Receipt Tax

Following Mr. Trowern's address, there was a discussion of the receipts tax with the subsequent adoption of the resolution quoted above. From the discussion, it was seen that the delegates were very much at sea as to the government's intention in this regard. Some were under the impression that all retail merchants were obliged to give receipts whether they wanted to or not, and some could not make out, from the wording of the Act what a receipt constituted. Mr. Trowern said his impression was that a receipt was any slip of paper upon which an acknowledgment of purchase was made, whether it was only an ordinary scrap of paper or a regularly printed receipt.

Men's Wear Review representative pointed out that the department had not yet made any hard and fast rules. He had been informed by a high official that it was the intention in the near future to draft regulations governing this section, and until these were forthcoming it was only guess work to say what would and would not happen.

However, it was the general opinion that it was a clumsy piece of legislation and should be struck off the statute books before it had any opportunity of doing the harm it was bound to do.

Last Minute Doings at Brockville

The following wire was received from Men's Wear Review representative at the convention of Eastern Ontario retailers at Brockville.

Resolutions adopted on second day are as follows:—1. Request to the government to redraft the Sales Tax so its meaning will be better understood.

2. Convey to the government our regret that the legislation so carelessly drafted has been allowed to pass the House and Senate.

3. Request Dominion Board to have all advertisements referring to co-operative societies, farmers' clubs and chain stores carefully scrutinized and to prosecute firms using false and misleading advertisements.

4. Request Dominion Board to strongly oppose proposed bill which would prevent manufacturers fixing prices on their product. Most members favored price fixing by manufacturers as long as sufficient spread was allowed.

It was the unanimous opinion that the provincial legislature was attempting to obstruct retail merchants from carrying on their business in a legitimate, honest and straightforward manner.

Snappy Ideas That Got Business

Scovil Bros., of St. John, Charter Special Car for Entire Fortnight—Give Radio Concert—E. C. Scott Engages Services of Impersonator Who Parades Streets Singing Original Songs About Scott's Merchandise

DESPITE the impression that the maritime provinces seldom countenance anything savoring of the extreme in regard to merchandising methods, it is nevertheless a fact that the stores of St. John and Halifax are fully as alert and keen to the pick-up business by means of novel methods as are any in the western or central parts of this country. Men's Wear Review has mentioned the fact of a large western firm employing a specially chartered street car to bring customers to the store during a special sale. This idea was also successfully tried by Scovil Bros., Limited, of St. John during their 34th Annual July Sale when they chartered a special car for an entire fortnight, which made half hour trips to all parts of the city from 9 a.m until 6 p.m., or until 10 p.m. on Fridays.

The street car was filled on every journey, and each trip was made direct to Oak Hall on King street, Scovil Brothers' store. During the sale, also, the store inaugurated the first Radio concert ever given in the province for the pleasure of customers when the apparatus was installed in the splendidly equipped luggage department on the ground floor of the building where space was available for many listeners. A leading St. John vocalist was engaged to sing during this concert, at a broadcasting station some distance off.

Employs Vaudeville Artist

In the matter of original publicity stunts, the scheme tried out by E. C. Scott, proprietor of Scott's Toggery in Halifax, is second to none as a result getter. About twice a year this particular idea is tried out and was described to Men's Wear Review by Mr. Scott as follows: We send a man out from the store early every morning for a week, completely arrayed in our toggery from head to foot, and he perambulates the streets of Halifax, wearing a placard advertising the store.

As he goes he whistles and sings original songs about Scott's men's wear, and stops frequently to hold informal receptions on street corners when he tells how much his clothing cost, and invites people to notice the quality of his neckwear, or his gloves, and so on. Throughout a full week he does this, appearing in different outfits each day, and keeps up a running chatter on where Scott's toggery comes from, how it is made, and so on. As the man himself is a thoroughly experienced impersonator, he carries out his part perfectly and succeeds so well that after he has walked two or three blocks, the store begins to fill up with shoppers who have been interested in the bargains and offers he has told them about. Whenever we have a special lot of goods to sell off, we invariably choose this manner of advertising them, and despite the fact that it savours of the sensational and Halifax is said to be somewhat conservative in its habits, this plan never yet has failed to produce 100% results.

Humorous Advertising

Snappy advertising, featuring topical events of the hour, is a specialty with the W. S. Munnis, Ltd., men's wear shop, of Barrington street, Halifax. Although the advertising space is not large it is well executed and invariably features a single line on each occasion. Here is a sample which appeared during July last which resulted in excellent business.

R-r-r-r-ain!
S-s-s-s-ale!

We've had so much rain this Summer we are afraid not a drop will fall during 1923 and as our raincoats are built to last that long, we're going to sell them off at a snappy price.

Tweeds that make you look like Allan A. Ryan at the time they were lending him that $32,000,000. Belted. Sash pockets. Sizes 34, 36, 38, 42. They were $20—

$7.50

A handful that tipped the scales at $25, $10.

W. S. MUNNIS, Ltd.,
563 Barrington Street

MAKE BOOSTERS OUT OF KICKERS

(Continued from previous page)

Marshall Field said, "the customer is always right," because he didn't want this bad talk to go around when he would not be there to prove that the talker was a liar, so he paid to get the other kind of talk going, the kind which is free advertising.

Supposing you are imposed upon very frequently. Is it better to have them think you are "easy" than to say that your department is a trap? The woman who gets the best of a store is always the sort of woman who brags about it, and the more she brags about it, the more good she is doing your store.

Say it With a Smile

When the complaint comes, you are facing a condition and not a theory, and when you decide to accede to the customer's demands, for goodness sake do it with kind words and a smile. Don't spoil it all by having a grouch of your own, do it quickly, don't wait a month or a day, don't let the kicker get out of the store to say a word against the store. Remember she's a talker, so give her something mighty good to say, so as to bring back all the money you invest in her that day in exchanging the goods or refunding the cash.

Now the store's policy should be to satisfy every customer. Because good will is the chief asset of any store, and good will is the sensitive plant of business it suffers from the slightest touch. Even an untruth does enormous damage, for you can never catch a lie. When bad things are constantly being said about your store, the loss to the concern may be greater than we expect.

The store which by its policy and management, can please its customers, and so handle complaints as to get nice things constantly said about it, has in good will a growing asset that has a cash value of many thousand dollars.

How can we reduce exchanging of goods? One of the most hopeful ways to cure this evil is by teaching salespeople to sell their goods intelligently. In this way the goods will stay sold. If thorough selling is taught, and foolish selling is eliminated, there will be much bigger profits at the end of the year and customers will be better satisfied with your store service.

Never allow your salespeople to force a customer into keeping something she doesn't want, or to make her feel that the store couldn't have possibly given her better service than it did. Seize upon every kicker thankfully, as the opportunity to create another booster for your business. If you act with this vital thought in your mind, your business will grow bigger and more profitable.

If you leave this important matter in poor hands, you may begin to wonder why your trade is falling off, and the public go to other stores that do not seem to you to be as good as this one.

Regarding the neckwear situation in the U. S., Men's Wear of Chicago says that retailers are keenly interested in new ideas and new designs that will revive consumer interest, and manufacturers are working hard to create new color effects and combinations. One manufacturer is experimenting with a copper color in a variety of shades and patterns, while another is making up scarfs in attractive light biased pencil stripes arranged on dark backgrounds.

St. Catharines' manufacturers feel that the industrial situation in that city has improved noticeably in recent months, and, without exception, they see hopeful signs of good business in the immediate future. The steel plants and allied industries are doing more work, and, except for the strike situation in the United States, they are looking forward to broadening activities. It is conceded that the labor troubles may restrict industry the continent over, unless an early settlement is reached in the coal and railway workers' disputes.

Taste in Window Treatments

England Only Beginning to Show Interest in Decorating—Uniformity and Dignity Required in Selecting Valances and Curtains For Your Window

AN Englishman does not understand the term "valance" as we do in America. A valance is to him the hanging on a four-poster bed. "Pelmet" conveys to him the idea of a border for the upper part of a window much better. Since England as a whole does not pay as much attention to window decoration as we de, valances, or pelmets are naturally very rare. The war has, however, opened the eyes of English merchants to the possibilities of windows to such an extent that before long it is believed their shops will rival those of this country.

The term pelmet is, according to an authority on the subject, more correct than valance. A valance is anything which hangs above, while a pelmet (probably of French origin) means that which is used as a window or curtain decoration in a hanging effect.

One Scheme Which Merchants Imitate

In most small towns it is found that if a certain form of advertising or, most of all, of decorating is used by one firm others try to keep as far away from that form as possible.

This is not true of window valances, it seems. If a traveler can sell a valance to one store, he can usually depend on a large percentage of orders within the next few months from neighboring merchants. They can see the big improvement that the valance gives.

What are the advantages of valances or pelmets? In the first place they hide the bareness which is so apparent at the top of even the most artistic window. They make window dressing easier because less is required when a valance is used. They hide the glare of overhead lighting, particularly if the lighting is direct. Lastly, they make the setting for a stage, since, after all, the window is the stage of the merchant—the stage where every piece of goods "must play its part."

One retailer who is known for his artistic windows told our representative that a window without a valance is like a picture without a frame. The frame, he says, enhances the beauty of the picture itself if properly selected.

Some Valances Not Artistic

A window designer who has had years of experience in Toronto says that a badly made valance is worse than none at all. The principal point to keep in mind in installing these, is that they are for the purpose of setting off the merchandise and must for that reason not be too ornamental. Conventional designs are usually best. If the pattern is plain, monograms may be used with good effect. The colors should always be such as will throw into relief those of any goods above which the valance hangs. Neutral shades are best though a few others may be added to give contrast. White, sand, brown, dark green, navy and black are always good.

Side curtains made of the same material as the pelmet are best. When floor mats are used these should be made to match also, unless a special display is required, in which case the flooring should correspond. The general scheme in decorations of this kind, however, lies in the watchwords—uniformity and dignity. Valances and curtains should be remembered as the silent partners of good windows.

The number of merchants in this country who do not appreciate the value of these little items is growing very small, says a man who has studied the development very closely. Even those who will not use them will not attempt to give arguments against them. Our merchants on the whole are as keen on the question of good windows as those of any country in the world.

Interior view of Winter Bros. men's wear store located at Barrington Street, Halifax, Nova Scotia. This store has a most attractive front and is outfitted with the most modern equipment.

Come and see Us——

VISITORS to the Canadian National Exhibition are cordially invited to inspect our Plant at 535 Queen Street East where the celebrated Carhartt Overalls are manufactured. Our offices and factory will both be open to you and it will be a pleasure to us to try and make your visit a pleasant one.

HAMILTON CARHARTT COTTON MILLS LIMITED

Toronto Montreal Winnipeg Vancouver

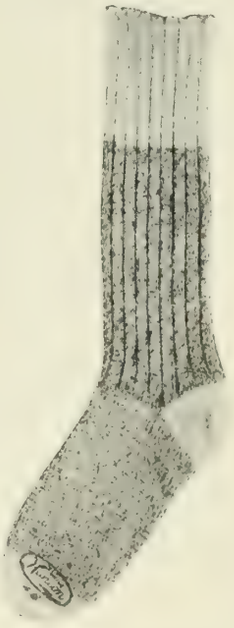
Also Manufacturers of Carhartt Allovers and Carhartt Work Gloves.

The Perfect Product of 44 Years' Experience

Hanson TRADE Hanson MARK *Socks*

100% PURE

Imitated Everywhere—Never Equalled



We are still busy making Hanson's snow white or grey wool sox.

Experience is man's greatest asset. We have had 44 years of it to prove our worth.

Our representative warehouses, Toronto and Winnipeg, will be of great service to you.

Can furnish you on shortest notice. Carry complete stock always.

GEORGE E. HANSON

Established HULL, P.Q. 1878

THE Shuttleworth STRAW HAT

Correct Styles for 1923

We are showing a full line of Men's Boaters in Sennetts and fancy braids; also Children's Hats in Jack Tars and Rah-Rahs, Penits, Mexican, and Cantons.

OUR HATS ARE BEING SHOWN BY

H. W. Lind, 11 Cosgrave Bldg., Toronto.
D. Fred Morgan, Mappin Bldg., Montreal.
H. P. Davey, Vancouver, B.C. 315 Bower Bldg.
J. Harold Thompson, London.
J. W. Zink, Moncton, N.B.
H. P. Davey, Winnipeg, Man. 228 Curry Block.
and at factory, London, Ont.

J. R. Shuttleworth & Sons,
Limited

Manufacturers to the Retail Trade

London-Canada

THE ROBE & CLOTHING CO.
LIMITED
KITCHENER, ONTARIO

Representatives to the retail trade are now showing

"BARRIECLOTH" ULSTERS

"BARRIE" PANTS

WORK SOX

WORK GLOVES

Also Manufacturers of

"Arctic" Buffalo Robes, Auto Rugs, Gauntlets, Mitts, Gloves, Astrachan Cloth, Wristing, Fleece Lining, Etc.

Your Customers Look for this Tab

You can recommend with confidence any pair branded

The Brand that guarantees
QUALITY, RELIABILITY AND VALUE

New Way

suspenders, garters and hose supporters are dependable merchandise.

Nu-Way Strech Suspender Company
MANUFACTURERS
St. Thomas - Ontario

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses

Our large range of

GLOVES & MITTS

For Ladies, Men & Boys
will convince you

Write for Samples and Prices

SHOREY'S

Brockville - Ontario

Turnbulls

GUARANTEED UNSHRINKABLE
CEETEE
PURE WOOL

PERFECT Turnbull's FITTING

THE BEST INSURANCE OF HIGH CLASS UNDERWEAR TRADE

APPRECIATED BY THOSE WHO WEAR THE BEST

MADE BY Turnbulls OF GALT, CANADA

"I Will Give You $1 for that Copy"

So said a Toronto business man to one of our representatives who showed him a copy of one of last year's issues of THE FINANCIAL POST.

Recently another subscriber offered $2 a copy for several back numbers of THE POST required to complete a file. Because THE POST supplies much information that is to be had **in no other publication** many of its readers keep it on file for reference.

The City Treasurer of a large Western city had a special table built in his office to carry a complete file of THE FINANCIAL POST to which he refers nearly every day. There are many others like him who find THE POST valuable beyond the first reading.

It is because THE FINANCIAL POST is valued by its readers, is closely studied and is in many cases retained for reference that it offers the advertiser so much of those important qualities that advertising experts call **"reader attention"** and **"reader interest."**

The leading investors, business men, bankers, financiers, public officials in every community of Canada read THE POST. THE FINANCIAL POST gives the advertiser

"QUANTITY of QUALITY"

Here and There in Ontario

A Brief Sketch of Ontario Men's Wear Manufacturing Concerns Advertising in This Issue of Men's Wear Review

TAYLOR, BRASCO, Limited of Hamilton have enjoyed ten years of prosperity as a fixture firm. Mr. Taylor, originally, came from the United States and the firm was incorporated under the above name in January of 1920. Their product is copper store fronts, either the complete store front or just copper alone.

THE ROBE & CLOTHING COMPANY, Limited of Kitchener dates back to the year 1903 when it was organized. They started out with making imitation buffalo robes and ulster overcoats, gauntlets and gloves and glove makers' supplies such as linings, etc. Steady progress is their record and they are about to add a new line to their output —pants.

J. R. SHUTTLEWORTH & SONS, Limited of London, started in business during the first year of the present century—1901. They were first at Clarence street but in 1907 they moved to their larger and more modern factory on Dundas street west. In 1911 they were organized into a limited company. Shuttleworth Straw hats are known from the Atlantic to the Pacific and are sold by nine travellers.

SHOREY'S OF BROCKVILLE started their business in a very small way in 1903. Like many another flourishing business of to-day it started in a little basement on St. Paul street. With the growth of their business, larger premises were occupied from time to time until they erected a factory of their own, complete in every respect, well-equipped with modern machinery that turns out a choice class of gloves and mitts to the retail trade.

HANSON WOOLLEN MILLS was established away back in 1878 by the late John D. Hanson who died in the year 100. His son, George E. Hanson—the present proprietor—started to learn the business 36 years ago and took control of it at the death of his father. Hanson Sox are known from coast to coast and it is their proud boast that in 44 years of business they have not had a dozen pair returned. Their output is about 40,000 dozen per year.

JACKSON MANUFACTURING CO., Limited, of Clinton is one of the aggressive firms making boys' clothing. After many years in the retail clothing business—from 1854 till 1900—Thomas Jackson started to manufacture. William Jackson, the son, took over the manufacturing end of the business. There has been a very satisfactory growth of the business and factories are now established at Goderich, Hensall and Exeter as well as Clinton.

NU-WAY STRECH SUSPENDER COMPANY of St. Thomas commenced their operations in Canada in the early part of the year 1920. They began in a very modest way and have enjoyed steady progress and expansion since their establishment in this country. They are a branch of the parent firm which is at Adrian, Michigan, and which does a big business across the line. They are manufacturers of suspenders, garters and hose supporters, using a small spring instead of the elastic webbing.

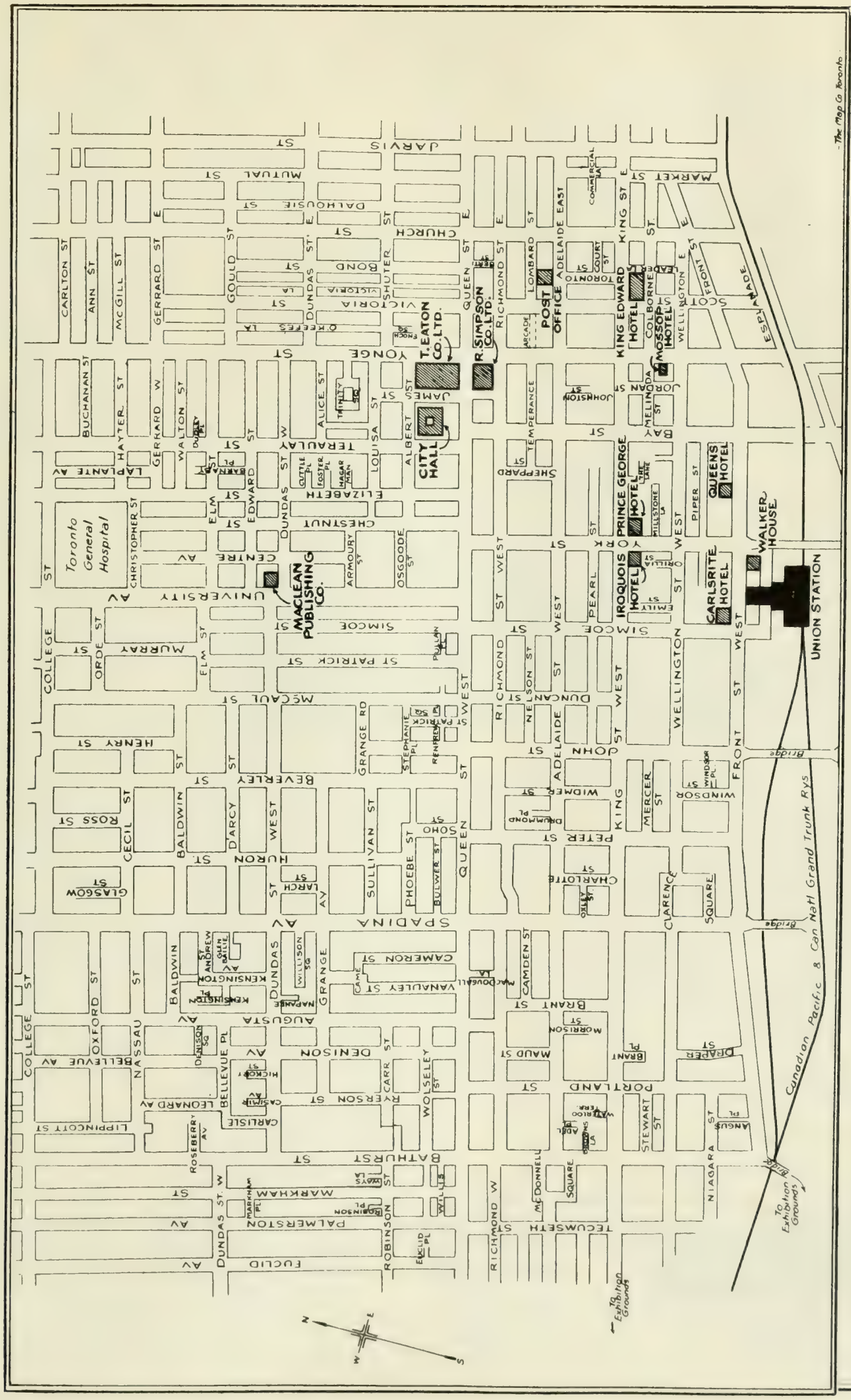
C. TURNBULL, of Galt, Limited is one of the oldest firms known to the men's wear trade in Canada. In 1858 Robert Turnbull and a man by the name of Mr. Deans started making the same lines that are made now. But it was all done by hand with materials that came from Scotland. The present company was incorporated in 1889 and the "Ceetee" brand of men's and ladies' full fashioned unshrinkable underwear is known from the Atlantic to the Pacific. Their annual output normally exceeds $1 000,000 and between 250 and 300 are on the payrolls.

THE PARSONS & PARSONS CANADIAN COMPANY, Limited, of Hamilton, was established in 1907, while the American company dates back to the year 1879 in Cleveland, Ohio. They are manufacturers of the well-known and guaranteed line of KantKrack collars with a uniform price to all buyers. Consigned stocks are carried throughout Canada at Fredericton, N.B., for the Maritime provinces; Montreal for the province of Quebec; Toronto for the city of Toronto only; Winnipeg for Manitoba; Moose Jaw for Saskatchewan; Calgary for Alberta; and Vancouver for British Columbia. All collars are manufactured at their own plant in Hamilton.

THE MONARCH KNITTING COMPANY, Limited, in something over twenty years has built up a very aggressive organization from coast to coast. The parent factory is at Dunnville and since the business commenced there, other factories have been added at St. Catharines, St. Thomas and Buffalo. Other than this, they have established warehouses at Toronto, Montreal and Vancouver where full stocks of their numerous lines are carried for the ready assortment of the retail trade from the Atlantic to the Pacific. Sweaters, hosiery, knitting yarns, bathing suits, jerseys, toques, tams, scarves, etc., are among their well-known products. Such branded lines as "Floss," "Down," "Dove," "Butterfly," "Alpaka," "Silvertwist," "Starlite" and "Fairy" are well-known Monarch products.

THE DODS KNITTING COMPANY, Limited, of Orangeville was founded over half a century ago and the aggressive head of the firm whose motto seems to be, "during depression prepare for big things that are to follow" can trace the development of the business from an output that was once 30 dozen a day to more than 450 dozen a day. An initial capital of something like $15,000 has been increased to well over half a million, with three plants operating in Orangeville and Alton. The Orangeville factory at a cost of $75,000 was built in 1913 when one of the worst depressions in our history was upon us but it was soon running at capacity strength on war contracts. During the war the Beaver Mills of Alton were purchased and a large addition to the Orangeville factory was made in 1921. "Dods Elastic Knit," "Dods Scotch Knit," "Dods Merino Lines" and Beaver Fleece" are well known products of this firm.

WOLTHAUSEN HAT CORP. Ltd., of Brockville, are the manufacturers of high grade felt hats that are nationally advertised as well as in trade papers. This progressive firm began business in 1904 when it was established in the eastern Ontario city after its founder had had a great deal of experience in different parts of the United States in the making of hats. The "Brock" hat is one of their nationally-advertised lines and they have many others equally well known to the trade. Their travellers go from coast to coast, and in their eighteen years of business in Canada this firm has attained an enviable reputation as manufacturers of quality headwear.


Handy Guide for Visitors to Toronto—See other side of this page
The Map Co. Toronto
T. EATON CO. LTD.
R. SIMPSON CO. LTD.
POST OFFICE
KING EDWARD HOTEL
MOSSOP HOTEL
PRINCE GEORGE HOTEL
IROQUOIS HOTEL
CARLSRITE HOTEL
QUEENS HOTEL
WALKER HOUSE
UNION STATION
CITY HALL
MACLEAN PUBLISHING CO.
Toronto General Hospital
Canadian Pacific & Can Nat'l Grand Trunk Rys
To Exhibition Grounds
YONGE ST
QUEEN ST
KING ST
FRONT ST
ESPLANADE
JARVIS ST
CHURCH ST
VICTORIA ST
BOND ST
DUNDAS ST
GERRARD ST
GOULD ST
CARLTON ST
ANN ST
MCGILL ST
MUTUAL ST
DALHOUSIE ST
MARKET ST
COMMERCIAL LA
ADELAIDE EAST
LOMBARD ST
TORONTO ST
COURT ST
LEADER LA
COLBORNE ST
WELLINGTON E
FRONT ST E
SCOTT ST
RICHMOND ST
ARCADE
JOHNSTON ST
TEMPERANCE ST
JAMES ST
ALBERT ST
ALICE ST
LOUISA ST
TRINITY SQ
TRINITY ST
BUCHANAN ST
HARTER ST
GERRARD W
WALTON ST
DUDLEY PL
TERAULAY ST
LAPLANTE AV
ELIZABETH ST
EDWARD ST
DUNDAS ST
CUTTLE PL
FOSTER PL
HAGAR PARK
ELM ST
CHESTNUT ST
CHRISTOPHER ST
CENTRE AV
UNIVERSITY AV
ARMOURY ST
OSGOODE ST
SHEPPARD ST
PIPER ST
MILLSTONE LA
YORK ST
WEST ST
PEARL ST
EMMETT ST
SIMCOE ST
COLLEGE ST
MURRAY ST
ORDE ST
SIMCOE ST
ST PATRICK ST
PULLMAN PL
MCCAUL ST
GRANGE RD
STEPHANIE PL
RENFREW PL
RICHMOND ST W
NELSON ST
DUNCAN ST
WELLINGTON ST W
HENRY ST
BEVERLEY ST
JOHN ST
ADELAIDE ST W
WINDSOR PL
WINDSOR ST
WIDMER ST
DRUMMOND PL
KING ST W
MERCER ST
PETER ST
ROSS ST
CECIL ST
BALDWIN ST
D'ARCY ST W
HURON ST
SULLIVAN ST
SOHO ST
QUEEN ST W
PHOEBE ST
BULWER ST
CHARLOTTE ST
ORLEY ST
CLARENCE SQUARE
GLASGOW ST
LARCH AV
SPADINA AV
CAMERON ST
VANAULEY ST
CAMDEN ST
BRANT ST
MORRISON ST
MAUD ST
DRAPER ST
PORTLAND ST
STEWART ST
ANGUS PL
NIAGARA ST
COLLEGE ST
OXFORD ST
NASSAU ST
BELLEVUE AV
BELLEVUE PL
LIPPINCOTT ST
LEONARD AV
ROSEBERRY AV
DENISON SQ
KENSINGTON AV
KENSINGTON PL
ST ANDREW
GUILD INN
DUNDAS
WILLISON SQ
GRANGE
NAPANEE
AUGUSTA AV
DENISON AV
HICKORY ST
CASIMIR AV
CARR ST
RYERSON ST
WOLSELEY ST
CARLISLE
BATHURST ST
MARKHAM ST
MARKHAM PL
ROBINSON PL
PALMERSTON AV
DUNDAS ST W
FUCLID AV
ROBINSON
EUCLID PL
RICHMOND W
MCDONNELL SQUARE
TECUMSETH ST
N
S
E
W

Tear out this sheet and use it as a convenient guide when making calls in Toronto at Exhibition time. The firms listed below cordially invite you to visit them when you are in Toronto for the Exhibition. Read their advertisements in this issue.

Aberley Knitting Mills, Ltd., 510 King St. West, Adelaide 7626, King St. West car.

Artists' Supply Co., 77 York St., Adelaide 266, near Prince George Hotel.

Cook Bros. & Allen Co., Ltd., cor. College and Markham Sts., College 98, College car.

Dale Wax Figure Co., Ltd., 86 York St., Adelaide 576, opposite Prince George Hotel.

Hamilton Carhartt Cotton Mills, Ltd., 535 Queen St. East, Main 4295, Queen or King St. East car.

Hyde & Halliwell, 43 Scott St., Main 6313, near King Edward Hotel.

Jones Bros. & Co., Ltd., 31 Adelaide St. West, Main 7928, between Yonge and Bay Sts.

Kwik Showcard School, 75 Dundas St. East, Main 6663, Church St. car.

Wm. H. Leishman & Co., Ltd., 192 Spadina Ave., College 9370, Belt Line car.

Oxford Clothing Co., Ltd., cor. King and Spadina Ave., Adelaide 2997, King West or Belt Line car.

The Punchard-Birrell Co., 549 King St. West, Adelaide 3566, King St. West car.

A. T. Reid Co., Ltd., 270 King St. West, Adelaide 3370, King St. West or Belt Line car.

Tutt Clothing Co., 21 Dundas St. East, Adelaide 5488, Yonge St. car to Dundas St.

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GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast Economical Practical and Neat

E. W. McMARTIN.

15 St. Alexander Street - Montreal.

When Writing To Advertisers Kindly Mention This Paper.

Artist Supply Co., Ltd.

Room 50, 77 York St., Toronto

Complete Show Card Material Dealers

Write for Price List

Not every Raincoat is a

"CRAVENETTE" REGD. is a **process**—not a particular weave, pattern or color of cloth.

Any cloth which has been made shower-proof by the "CRAVENETTE" REGD. PROCESS is "Cravenette" Regd. Cloth, whether it be Gabardine, Imperial, Covert, Tweed, Worsted, Whipcord or Homespun.

Only goods proofed by the "Cravenette" Regd. Process carry the "Cravenette" Regd. trademark, which is on every yard of cloth and imprinted on the label inside the collar of the finished garment.

Buyers for Ready-to-Wear Departments, or for manufacturers of Men's Coats and Ladies' Coats, Suits and Skirts—should make sure that the "CRAVENETTE" REGD. Trademark is on every yard of cloth.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ

BRADFORD
Dept. 3
39 WELL ST.

LONDON
128 & 129
CHEAPSIDE E.C.2.

BDA

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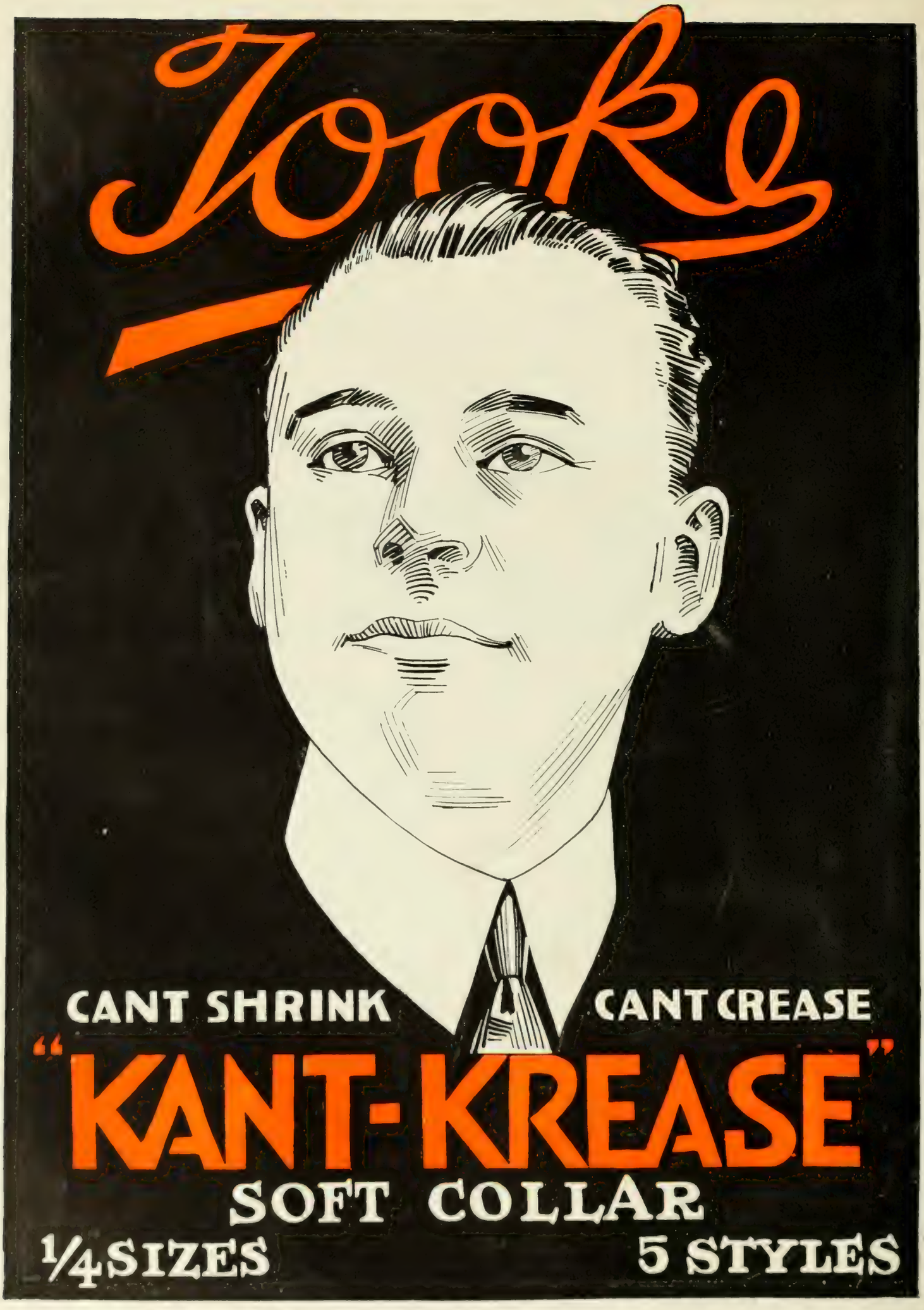
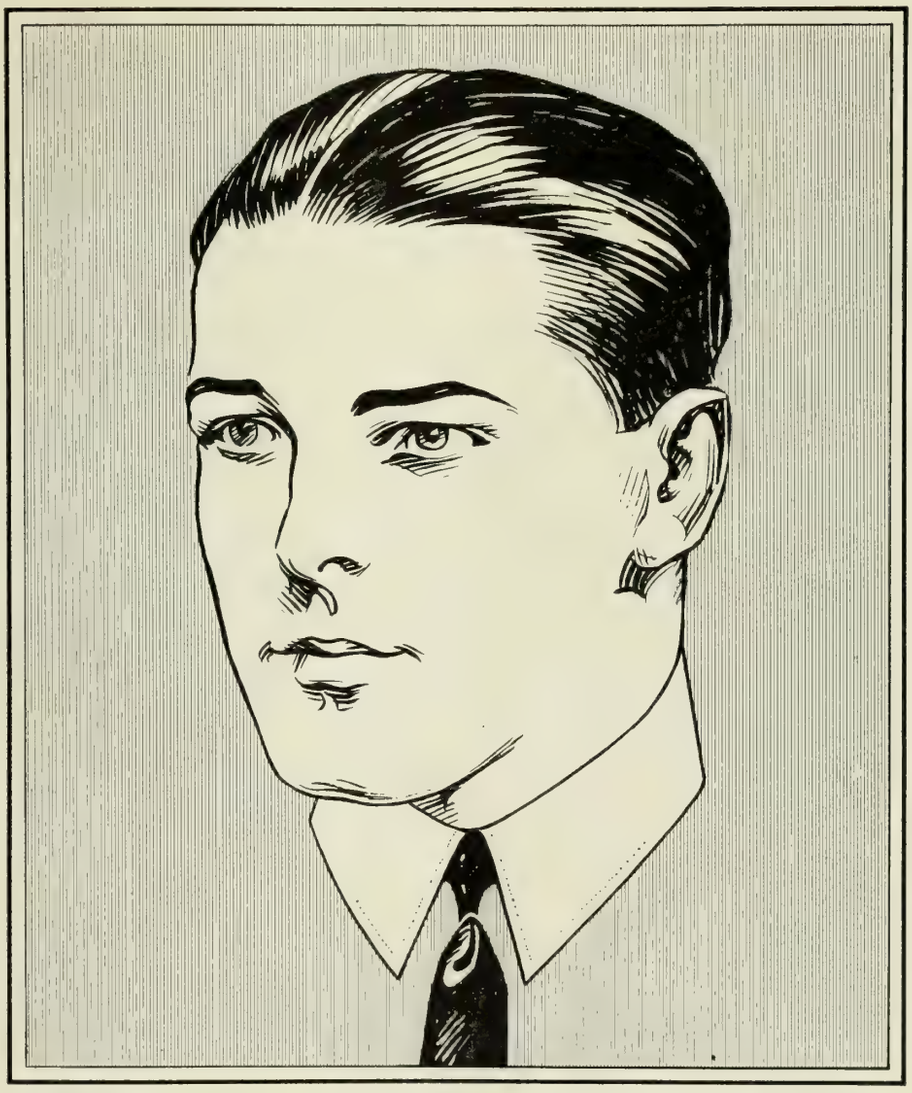

Torke
CANT SHRINK
CANT CREASE
"KANT-KREASE"
SOFT COLLAR
1/4 SIZES
5 STYLES

ANNUAL FALL NUMBER

MEN'S WEAR REVIEW

Vol. XII. No. 9 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | SEPTEMBER, 1922



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P A R

THE NEW FALL STYLE IN

ARROW COLLARS

A shape strongly favored by those intimately familiar with the trend of fashion

CLUETT, PEABODY & CO. OF CANADA, LIMITED

D

"It's Grand in a Strand"
De Luxe
Strand
SHIRTS
A Product of Alphonse Racine Limited., Montreal
INFATUATION
The Romance of a Strand Shirt Scene I
J.S. Kemp

F

Underwear
and
Coat Sweaters

Consumerism Is King

I

Collars, Ties, Braces,
Sox, etc.
Fancy Furnishings

OVER

Unionism and Capitalism

When it chooses to assert itself

It Pays All Business to Recognize This In Its Buyings

Dependable Goods and Quick Turnovers Alone
Will make a willing buyer of the Consumer

2 Don't - Forgets

FIRST: That Staple Woolen Wear should be bought and stocked as early as possible THIS FALL—Obviously So.

SECOND: Christmas Gift Goods will find Ready Sale THIS YEAR. Obviously So.

CONCLUSION:

Let's Come and Go for a Big Season's Business.
How soon will you visit our Warehouse?
How soon will you write our Letter Order Dept.?
How soon will you want our traveller?

WIRE — PHONE — WRITE

" Our 4 Departments Will Supply Your Men's Needs"

Alphonse Racine Ltd.

" Specialists In Men's Furnishings"

L

"Strand" & "Pennant"
Shirts and
Pyjamas

60-98 ST. PAUL STREET WEST, MONTREAL

FACTORIES: Beaubien St., Montreal; St. Denis, Que.; St. Hyacinthe Que.

18 Permanent Sales Offices.

M

Overalls, Work Shirts, Smox, Pants, etc. Working Men's Wearables.

Peck's

The Master Touch of Canada's Premier Designer

Clothes are—just clothes—unless there is put into them an intangible something, call it character, personality, individuality—every buyer knows what we mean. Then the line stands by itself—grips the interest of every buyer. Such is the Peck range for Spring—created by one of the foremost designers on this continent, produced and offered by the largest clothing organization in Canada. In justice to your business see the Peck line for 1923 before you place your order.

CLOTHING

John W. Peck & Co., Limited

Montreal Winnipeg Vancouver

MADE TO MEASURE DEPARTMENT.

We have a few extra sets of Fall pattern Samples that we would be glad to place in the hands of desirable merchants where we are not represented. Write if interested.

SHIRTS

Do you want to make 1923 a record year? Peck Shirts will help you to do it. The Spring range now in the hands of our travellers is the most attractive we have shown. Smartness and variety of patterns, quality of materials, workmanship and price will appeal to discerning buyers who plan increased sales.

CAPS

We want you to note particularly "The Clarendon" in our new Spring samples. This is an unusually smart eight-quarter cap with a band, shown in velours, light shade tweeds, checks, overchecks and Donegals. It promises to be a big seller. Many other leaders for Spring will be Peck designs. We invite your careful inspection of the complete range now being shown.

John W. Peck & Co., Limited

Montreal Winnipeg Vancouver

Made by
"The Famous
HICKOK
Belt Makers"

HIC

BELTS BUCKLES

The Biggest Sales Opportunity of 1922

DEALERS who have HICKOK Belts, Buckles and Beltograms to sell this Christmas will be amazed at the tremendous sales these quality products will produce.

Never before have HICKOK designs, nor HICKOK Gift Boxes, been so attractive. Never before has the line been so forcefully advertised throughout Canada.

And never before has the steadily increasing demand for HICKOK products assured such record-breaking sales.

The Hickok Beltogram

The same rare quality of design and workmanship which has made HICKOK Belts and Buckles famous, characterizes HICKOK Beltograms—the new, practical, smart belt watch chain—a most welcome gift for man or boy. Popularly priced—many with fraternal designs—packed in attractive HICKOK gift boxes, of course.

Christmas orders will be heavy. BE PREPARED.
See everything our salesmen have to show.
ORDER EARLY. ORDER ENOUGH.

HICKOK MFG. CO., Ltd., 33 Richmond St. W., TORONTO, ONT.

AMERICAN FACTORY: *Hickok Mfg. Co., Rochester, N. Y., U. S. A.*
NEW YORK SHOW ROOM: *200 Fifth Avenue* CHICAGO OFFICE: *424 South Wells Street*

HICKOK BELTOGRAMS

To Our Old Customers
Who Know C. N. R. Values

Our travellers will be visiting you with the latest Spring styles and patterns of "Proper Clothes" for men and young men who desire personality and distinction. Our High Standard of Quality and workmanship is consistently maintained and meets the requirements of your most critical customer.

You are well advised to order now for Spring as full a range as possible in the newest range of READY to WEAR "PROPER CLOTHES" for men and boys.

Our rapid delivery service greatly assists in securing satisfied customers.

Coppley, Noyes & Randall, Limited
Hamilton, Ontario

Spring
Styles Now Ready

Now is the time to make preparations for your expansion.

C.N.R. Garments enable you to increase your sales of

"Proper Clothes"

You are backed by a house with an established reputation for giving the merchants really High Grade Garments at rock bottom prices.

For men who insist upon perfection tailoring and utmost Value.

Inspect our range of Made-to-Measure Samples.

To Intending New Customers

Gentlemen—

Even if you are handling clothing that gives a fair return for your outlay and effort, your interests are best served by investigating C.N.R. Propositions and get greater returns.

"Proper Clothes"
For the Well-Dressed Man

C.N.R. Made to Individual Measure System will take care of your better trade, providing you and your client with a valuable asset for progress. Our rapid delivery and special order service enable you to give definite promises and assists quick cash returns.

You are invited to inspect our

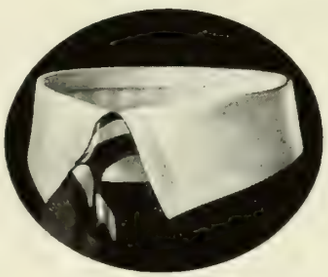
Women's Cambridge Ulsters

tailored like a man's but with many extra refinements of style, fit and finish.

These are big sellers—so order now.

Coppley, Noyes & Randall, Limited
Hamilton, Ontario

ARATEX SEMI SOFT COLLARS



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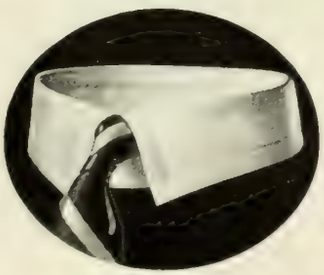

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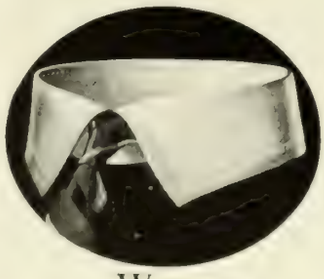

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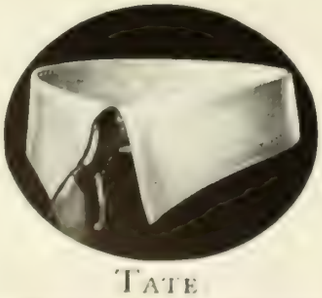


TATE

INTRODUCING a banded web collar that will not flop over to one side, sag or gape open in front. Both points even. Made of a very fine quality cloth of pure permanent white—a soft starchless collar that looks and acts and sits like a starched one—is practically non-shrinkable—will not wilt or wrinkle—easily laundered. In four styles. Ready for delivery.

$2.60 a dozen

Retail at 35c. 3 for $1.00

Made by the makers of ARROW COLLARS

CLUETT, PEABODY & CO. OF CANADA LIMITED, MONTREAL

Arrow Collar productions will be most extensively advertised in cars, newspapers, etc. — show cards and stickers to tie your shop to the advertising.

Better Order Now

Copyrighted by C. P. & Co. of Can. Ltd. 1922

Two Monarch-Knit Leaders

Above: Eagle Cap in good weather.
At the Right: Eagle Cap in bad weather.

Patented in Canada
Patent No. 217269
We are the sole Canadian manufacturers of the Eagle Cap.

THE Eagle Cap

THIS cap is so elastic that it always keeps its shape. It has a touch of real style, at the same time meeting the actual requirements of the man and the boy who must be out of doors during the winter months.

The earlaps and bands of the Eagle Cap button back neatly at either side for ordinary wear, and readily pull down and button tightly under the chin, forming a muffler when the wearer needs the best possible protection to the ears, neck and face.

An Excellent Profit on every Sale

WE ARE manufacturing both these caps on a strictly quality basis. The material, workmanship and finish are of the very best. They have the style, comfort and utility that will attract buyers and give the greatest satisfaction in actual wear.

The Monarch Knitting Co., Limited

HEAD OFFICE: DUNNVILLE, ONTARIO

Factories: Dunnville, St. Catharines, and St. Thomas, Ont.

Manufacturers of Knitted Outerwear—Hosiery—Hand-knitting Yarns

BRANCH WAREHOUSES:

TORONTO
Ogilvie Building
Cor. Bay and Wellington Streets

MONTREAL
Dubrule Building
Phillips Square

VANCOUVER
408-409
Mercantile Block

For Fall and Winter Selling

THE

ArctiCap

A HIGHLY desirable cap for all kinds of winter weather. Ideal for winter sports of every kind. Here good looks and comfort go hand in hand. To wear it is really a pleasure. In fact no man or boy can afford to be without one.

For good weather it is neat in appearance, in fact snappy, and for bad weather the earlaps turn down, covering the ears and the entire back of the neck, affording splendid protection against cold and snow.

Above: ArctiCap in mild weather.
To the Left: ArctiCap in cold weather.

Patented in Canada
Patent No. 219161
We are the sole Canadian manufacturers of the ArctiCap.

Price $11.50 Per Dozen

(Both Eagle and ArctiCap)

Boxed in ½ Dozens, Solid Size and Color

RETAIL PRICE $1.50 EVERYWHERE

COLORS—Brown, Navy, Maroon, Oxford.

SIZES—Small, 2 to 6 Years;
Medium, 6 to 12 Years; Large, Youths' and Men's.

Delivery October 1st Assured

Send Your Order To-day

"That exquisite something called style, which, like perfect breeding, everywhere persuasive and nowhere emphatic, makes itself felt by the skill with which it effaces itself, and masters us at last with a sense of indefinable completeness."

Dealers acclaim Mandato a Master Designer

WHEN our customers from the largest cities were placing their orders for Fall and Winter models, they pronounced them perfect in style and detail, and all agreed they possessed that "indefinable completeness" that has given Mandato his deserved reputation as a master of his craft.

They confirmed our own judgment that the style and quality of Fashion-Craft Clothes have never been finer than they are this Autumn.

The skilled foremen who for years have overseen the production of all garments are now busy filling orders for customers, each suit and overcoat bearing a guarantee from the makers to the wearer of positive service.

The Spring showing of advanced and standard styles is now ready for inspection.

FASHION-CRAFT MFRS., LIMITED
MONTREAL, QUEBEC

FASHION-CRAFT CLOTHES

Not Just Caps—but Brill Caps

They give your customers the best value and the merchant a good profit.

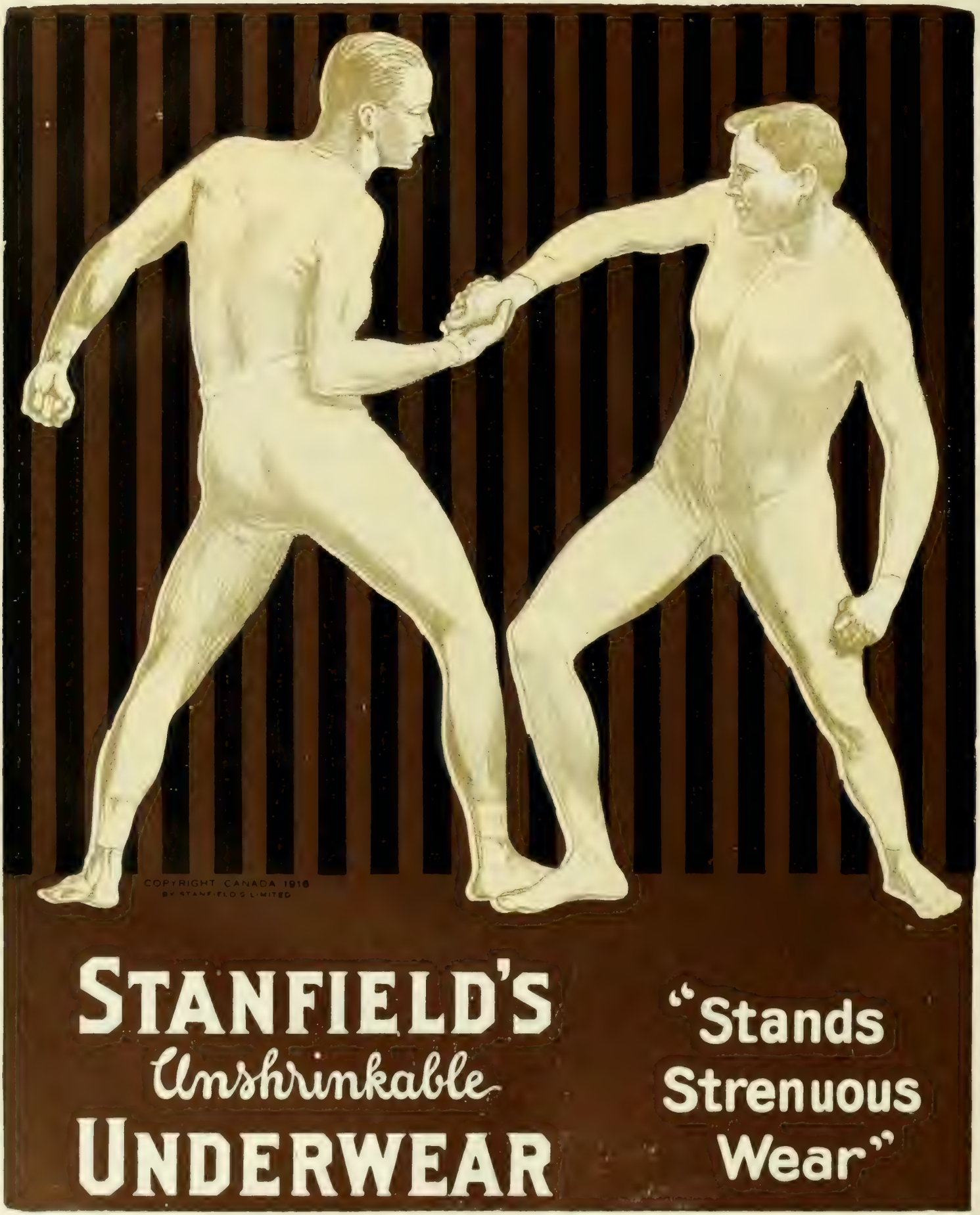
Do not fail to see our large range for Fall and Winter

Travellers out OCTOBER 1st.

The Brill Hat & Cap Company

160 John Street

Toronto



Repeat orders for one and two piece suits filled promptly.

Rush orders filled at nearest warehouse:

Stanfield's Limited, Truro, N.S.
Whelpley & Co., 510 King St. West, Toronto Ont.
Archibald & McDougall, Ltd., 370 Donald St., Winnipeg, Man.
Gault Bros., Ltd., Vancouver, B.C.

Become a "Tutt" Quality Merchant

You will find it pays

Our clothing has character and distinction and is tailored to stand the test of the severest critic.

See our range of samples for Fall and Spring.

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET EAST

TORONTO

Add Prestige to your Store by handling Leishman Made-to-Measure Clothing

If your clientele insist upon faultlessly tailored apparel of Fashion, Leishman's garments designed to Individual instructions offer both yourself and client the most valuable investment.

Act now—take full advantage of moving trade, inspect the Garments, see the Suitings and Overcoats for Fall, and realize the value of our backing.

Leishman's Ready-to-Wear Garments will add to your prestige.

Wm. H.
Leishman & Company
Limited
192-4 Spadina Avenue
Toronto

Makers of the best Tailored Garments for men

Canada's Leading Display Fixture House

Display More—Sell More

If there is anything in your store that needs carefully displaying it is clothing. The expert workmanship counts for nothing unless the garment is displayed in a manner to properly show these features. Dale's forms make sales for your clothing department.

Prepare Now

for your Fall and Winter trade. You have ideas on striking displays. A few more Wax Figures and additional Fittings and Fixtures will shortly be required. Get prices on them Now.

Window and counter stands are artistically designed, and finished in gold. They are a decoration in themselves. Taste and beauty in display compels desire for possession.

Display your neckwear to the best advantage by using Dale Novelty Tie Stand.

Dale Wax Figure Co., Limited

86 YORK STREET, TORONTO, ONT.

Agents: P. R. Munro, New Birks Bldg., Montreal. E. R. Bollert & Son, 501 Mercantile Bldg., Vancouver.
O'Brien, Allan & Co., Phoenix Block, Winnipeg.

Canadian Agents for the "Roth" Valances and Panels for show windows.

Extra Value
Without Extra Charge

300 Patterns

from which to select; all new and up-to-date in every particular. Largest range of good values in Canada.

Call on us for medium priced tailored-to-order clothing.

We have what you want at the price that gives you a good profit.

Large and efficient equipment guarantees quick service.

We are open to appoint representatives in districts uncovered.

Travellers are now out. It will pay you to send your name and address, if interested, so they may show you our wonderful range of samples and models for Fall and Winter.

The BERGER TAILORING COMPANY *Limited*

Exclusive Made to Measure Garments for Men

256-260 RICHMOND STREET WEST
TORONTO, *Canada*

The new line of Brock Hats will pile up a higher score of sales than in any previous season.

Elegant shapes, artistic shades.
Honest Brock workmanship.

Sales ready-made because of our national advertising campaign.

Handsome window cards supplied free.

The BROCK Hat

MADE IN BROCKVILLE, CANADA.

A CANADIAN ACHIEVEMENT

THE WOLTHAUSEN HAT CORPORATION, LIMITED

Head Office and Factory: BROCKVILLE, ONT.

Salesrooms: MONTREAL—Mappin and Webb Building.
TORONTO—Cosgrave Bldg.
VANCOUVER—315 Bower Block.
WINNIPEG—228 Curry Block.

Hanson Socks

The Perfect Product of 44 Years' Experience

Hanson TRADE *Hanson* MARK *Socks*

100% PURE

Imitated Everywhere—Never Equalled

Absolutely Uniform

in Quality of Materials and Workmanship

Examine several pairs of Hanson Socks closely. The truth of our statement of absolute uniformity will be readily apparent.

Hanson Socks are made to conform with a rigidly enforced standard. The result of this policy has been to make Hanson Socks known and sold from coast to coast as the best obtainable in HEAVY PURE WOOL SOCKS.

If you have not ordered your full supply of Hansons for Fall and Winter, we would advise that you do so immediately to make sure of reasonably early delivery.

Our representative warehouses, Toronto and Winnipeg, will be of great service to you.

Can furnish you on shortest notice. Carry complete stock always.

Sales Agents

M. R. McArthur,
Birks Bldg., Vancouver

Archibald & McDougall,
Winnipeg, Man.

Whelpley & Co.,
510 King St. W., Toronto

J. Carson,
10 Victoria St., Montreal

J. Searle & Co.,
Herald Bldg., Montreal
Agents for Nor. Ont.

Geo. E. Hanson

Established **Hull, P.Q.** 1878

Build up your Fall Business with "Crown" Tailored Overcoats

Quality clothes made of exclusive woollens on a standard to build a reputation and increase your business and not for price only.

People that have once worn "Crown" made-to-measure clothing know the fine qualities. They like the styles, cut, fit and finish.

You will appreciate a "Crown" through the long service they give.

Crown your customers with "Crown" clothes at prices they'll be glad to pay.

CROWN TAILORING CO. LIMITED

533 College Street

Toronto

"If From Fels It Sells"

Immediate Delivery

Illustration of our "Steve" Model

ON

FELS LTD.

Overcoats, Raincoats and Waterproofs

We take pleasure in announcing to our customers and friends that our models for the Fall Season are ready for inspection

A line of attractive Fall and Winter weight Overcoats, English Gabardines and Cravenetted Topcoats are being shown and are now ready for **immediate delivery.**

The buying public wants only the best in these lines to-day and at a moderate price. We are determined to meet this demand and greatly increase your volume of business.

Only the finest English and Canadian fabrics are used in making **FELS' COATS** and each garment possesses our usual standard of excellence—style, fit and money value above the average.

If interested, write us

FELS LIMITED

Dubrule Building, MONTREAL

"So Thick and So Soft"

The Underwear That Mother Chooses

DODS-KNIT Underwear is a Canadian staple and has been for half a century. It has won a solid reputation among born and bred Canadians. Advertised broadcast in the newspapers, that reputation is spreading and growing.

Dealers, help us make a little extra push this Fall. We want to help you sell Dods-Knit Underwear. And we **are** helping you —helping you with good goods, fair treatment and a liberal policy of advertising. Give us your co-operation. We feel there is a good business to be done this Fall, both for you and for us. Let's go after it.

The DODS Knitting Company Ltd.

Orangeville - - Ont.

TO THE WHOLESALERS AND JOBBERS ONLY

Selling Agents:

Ontario and Western Provinces:
R. READE DAVIS,
Manchester Building,
83 Melinda Street,
Toronto, Ont.

Quebec and Maritime Provinces:
WILLIAM C. FORSTER,
128 Bleury Street,
Montreal, Que.

"Why should I?" "Because they wear longer"

Lang Shirts

For Spring 1923

Will consist of all that's New in Shirtings.
Samples in Salesmen's hands

October 1st

THE LANG SHIRT CO., Limited, Kitchener, Can.

EVERY GARMENT GUARANTEED

SORTING

ACME
TRADE MARK

Work Gloves and Mitts

Replenish your depleted stock of Work Gloves and Mitts before heavy demand for late Fall sets in. We are in a position to send you any stock required in lined and unlined Gloves and Mitts on the shortest possible notice.

ACME GLOVE WORKS Limited

MONTREAL

"A glove or a mitt for every purpose to sell at the price you have in mind."

A Profitable Proposition

You will feel proud of the new models in Elk Brand Clothes that our representatives are showing. There's no resisting the smart, dressy appearance and the genuine quality of the fabric of these new suits and overcoats. They're made with an eye to style, fit and enduring wear. You will find our Men's and Young Men's lines a profitable proposition.

Boys' Suits and Overcoats

School Days are now here and you will want to be ready for the big rush of business in boys' clothes that is sure to come your way. **You** will profit if you have a good stock of Quality Boys' Clothing on hand to meet the demand.

Elk Brand School Suits are made to stand strain and wear and are fashioned of hardy and attractive materials of the very latest design.

Stock up now on ELK BRAND CLOTHES.

"Ready for Immediate Delivery"

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 VITRE ST. WEST MONTREAL

"Barriecloth" Ulsters
"Barrie" Pants
Fur Collared Beavercloth Coats
Sheep Lined Coats

are now being shown by our representatives

Also Manufacturers of

"Arctic" Buffalo Robes, Auto Rugs, Gauntlets, Mitts, Gloves, Astrachan Cloth, Wristing, Fleece Lining, Etc.

The Robe & Clothing Co., Limited

Kitchener, Ontario

"CANADIAN"
CRAVATS

Our line of **Canadian Cravats** combines the quality, patterns and value that make them most desirable and quick sellers.

Our Holiday Season's neckwear is now ready, embodying all the latest of European and American newest creations, in fancy brocades, two-color stripes and novelty silks.

Orders placed now will guarantee delivery in time.

Announcing

Our line of Yale Shirts for Spring, 1923, will be on the road with our salesmen on October 15th with an exceptional range of excellent patterns and many novelties.

Our representatives will have with them also a wide variety of silks for the holiday trade.

The Yale Shirt prices permit you to offer the finest shirt value your customers can find anywhere.

Our aim is to fulfill the requirements of merchants whose policy is quality reasonably priced.

CANADIAN NECKWEAR & SHIRT CO.
MAKERS

468-474 King Street West, TORONTO

What's What For Spring

Is Clearly Demonstrated in Our Showing

SENSING, as they are wont, the dictates of fashion, it is only natural that our designers should furnish the season's sensation.

When you link the authentic in fashion with BETTER FABRIC VALUES—*Finely Tailored,* you will be quick to realize the opportunities offered those dealers who sell ADLER-ROCHESTER Clothes.

Make it a point to view the samples our men are carrying. It will be a gala day to your ideas of hand-tailored clothing, moderately priced.

H. W. & M. FREEDMAN, LIMITED

Sommer Building - Montreal

MAKERS OF
ADLER-ROCHESTER CLOTHES

McGregor Caps

are practical, comfortable and dressy — economical too —

Meeting Every Demand

There is always a demand for quality in caps. There is also always a demand for moderate prices.

The McGregor Line meets both demands. Quality merchandise at moderate prices will bring the "Quick" turnover that is so essential. The McGregor Line offers that quality merchandise at prices that enable you to give your customers remarkable values and at a substantial profit.

4,000 doz. McGregor Caps on the floor.

Large range of all-wool Scotch Knit hose on the floor along with many other fancy lines for immediate shipment.

Travellers are now out. Full range of samples. Do not fail to see them.

Note our change of address—3 Wellington St. West.

Price $10.25 and up.

Hyde & Halliwell

3 Wellington St. W. - Toronto

REPRESENTING: Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts. Messrs. M. Bertish & Co., Ltd., London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

Oxford Clothing Company

The Best Clothing is the kind that sells and brings repeat orders. That is what "Oxford Brand" will do this Fall and Winter. We are making smarter suits and overcoats and using better fabrics than we have ever done before.

"Our Prices are Attractive, Our Terms Liberal"

Oxford Clothing is backed by Oxford Service which means complete satisfaction to merchant and customer.

Travellers now out.

If they do not call postcard us for samples.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave. TORONTO

Time Tests Quality
Forty-One Years

Making **KANTKRACK** collars and making more every year. There must be a reason. **KANTKRACK** collars are made of a thoroughly serviceable composition of *ONE GRADE ONLY* and *that the Best,* coupled with KantKracK service to the merchant, make them the most profitable and satisfactory line to handle. Made in enough styles to suit every taste. Made for men and boys.

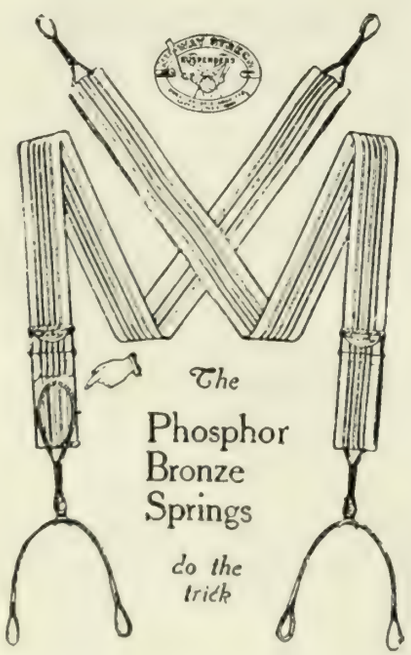
No chance for loss to merchant or customer as every KantKracK is guaranteed thru the merchant to give satisfaction.

Stocks for quick delivery are carried in Vancouver, Calgary, Moose Jaw, Winnipeg, Toronto, Montreal, Frederiction, and Made in Hamilton

You get what you order—We do not substitute.

Parsons and Parsons Canadian Limited

Est. in U.S.A. 1879 HAMILTON, CANADA Est. in Canada 1907



Offer the Suspender

that has

Many Selling Points

Made in Canada

No RUBBER to spoil or die on your shelves.

More Comfort, More Wear, More Stretch.

Do not pull off buttons, guaranteed against all defects.

Beware of imitations, thoroughly protected by patents.

Mail Orders shipped same day as received.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.

A Message

to the

Merchants

throughout

Canada

Dear Sirs,

We have for immediate delivery **Gabardines, Top-Coats** and **Water-proofs,** for men and women. All our garments are made of the **best English Fabrics,** in a variety of qualities and shades. Prices are attractive. Styles—The very latest.

We are also the sole agents for the celebrated English made **"Aquarock"** and **"Gossamac"** Gabardines, Top-Coats and Waterproofs, which our travellers are now showing for **next Spring delivery.**

Having served you for many years past, may we be privileged to enjoy your continued patronage?

Yours very truly,

H. E. Davis & Co.

Manufacturers of the

Davis "Storm Resista" Raincoats

Sommer Building

41-47 Mayor Street - - Montreal

Every Atlantic garment is as soft, warm and cosy as the glow of the fire.
Every sale invites another.

ATLANTIC
UNSHRINKABLE

The UNDERWEAR *that Overwears*

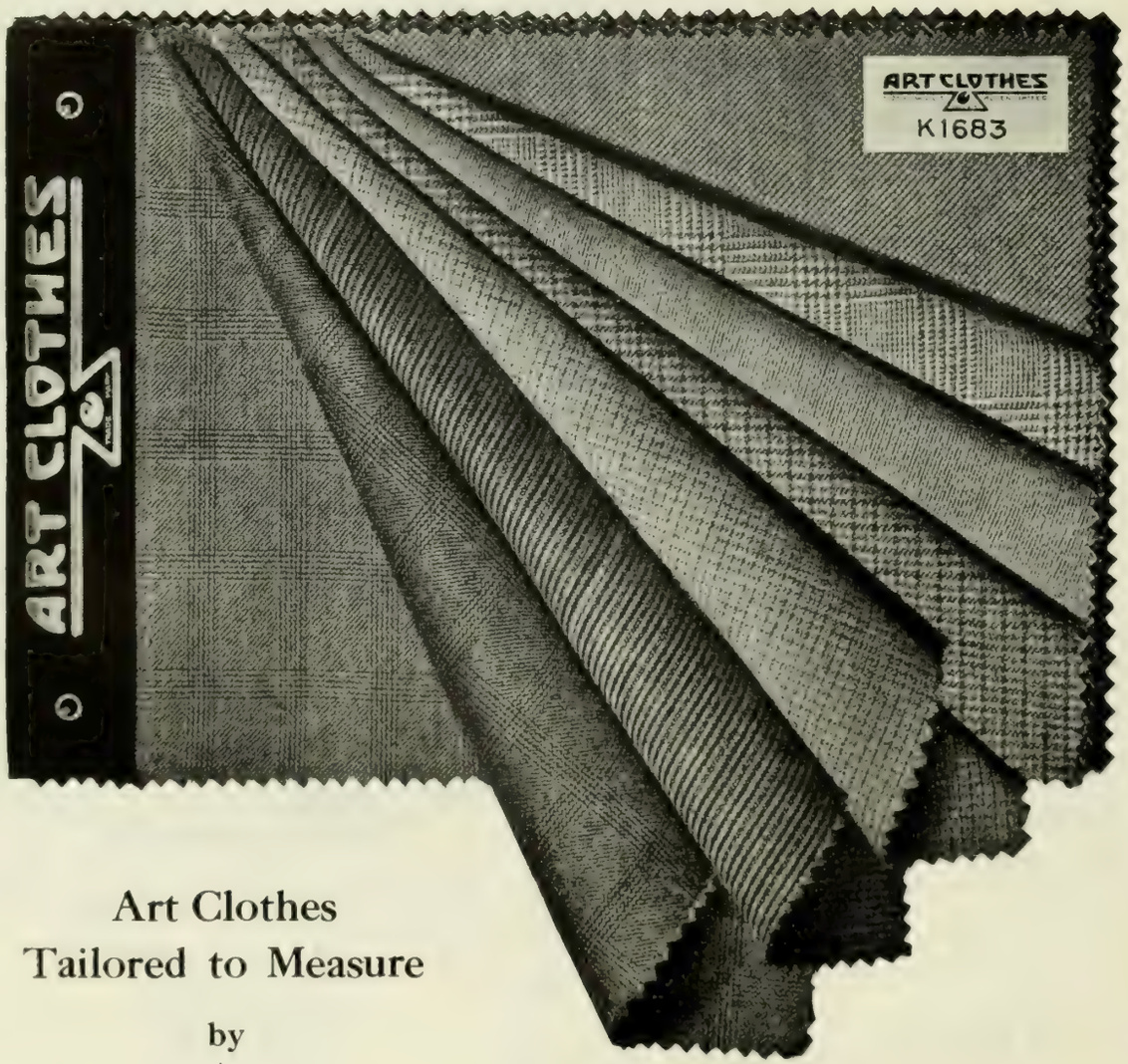
ATLANTIC UNDERWEAR Limited
MONCTON, N.B.

E. H. WALSH & COMPANY
Montreal and Toronto
Selling Agents for Quebec, Ontario and Western Provinces

Who has the *Agency* in your town?

No one?

Then write for swatches and particulars



Art Clothes
Tailored to Measure
by

COOK BROS. & ALLEN CO.

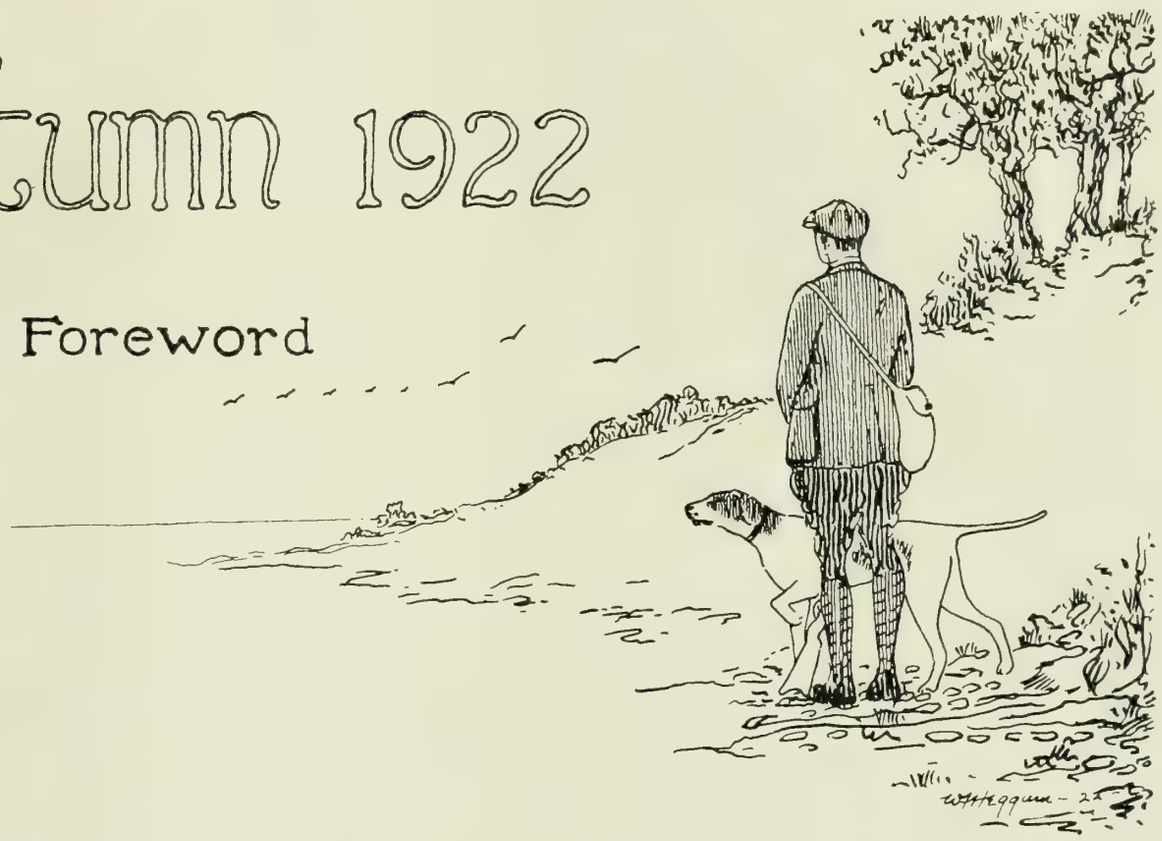
LIMITED
Wholesale Tailors
TORONTO

Men's Wear Review

VOL. XII. SEPTEMBER, 1922 No. 9

Autumn 1922

A Foreword



McCREERY'S of New York recently held their opening sale of Winter overcoats. They selected as a suitable time for this sale one of the hottest days in the month of August when men were more interested in palm beaches and outing togs, apparently, than in Winter overcoats. They marked them at alluring prices and announced that coats sold on this day would be held in storage until November. All coats offered were sold.

There were two features about this sale worth noting. They stressed value; they stressed style.

Two Sounding Notes for Fall

Undoubtedly value will be the dominant factor in the consumer buying this Fall. We believe that he will be a heavier buyer than he was a year ago and that merchants who go out after business aggressively will do a better business than they did in the Fall of 1921. But he will buy just as carefully; he will be just as much of a shopper. He will still be searching the market for the best values to be had. He will peruse your advertisements to find out what you have to offer; he will go down town to look at your window displays and, with a sharp eye, try to get some idea of the value of the merchandise you are displaying. And he will read the advertisements of your competitor, too; and he will also study the merchandise in his windows. Then, he will probably come in and tell you he is "looking around" just to see what he can see in the way of a new suit or overcoat. The determining element in the final transaction wherever it is consummated will be, value plus style.

Style is coming more to the fore in the advertising of aggressive men's wear dealers. It will be remembered that Men's Wear Review suggested a few months ago that men's wear dealers should hold a style show similar to those held by the big department stores for women, with live models parading and all the attendant features that promote the style idea to the very best advantage. This very idea has been tried out on the co-operative plan by the merchants of the city of Denver. It was a huge success, for 100,000 people saw the fashion show in two nights. The merchants were delighted with their first effort and will make it a regular event in their yearly merchandising plans.

It only goes to show that style can be made much more of with the male buyer than it has been. The retailer who assumes the attitude that men, even conservative men, cannot be interested in new styles in clothing and furnishings is missing an opportunity to increase the yearly volume of his sales. It can be done because it has been done and it will be done more and more from now on.

The retailer should make his advertising, window displays and salesmen conveyors of style information. He should tell men what is new and how things are being worn. Style is one of the best selling arguments on the market to-day and, backed by quality, it can become the forerunner of a Fall and Winter business that will make a much better showing than in 1921.

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Art Craft
Studio
TORONTO

The Forthcoming Spring and Summer Styles For 1923

On the opposite page will be found reproductions of some of the outstanding models for spring and summer of 1923. These are the styles forecast by the Joint Style Committee of the International Association of Clothing Designers and the National Association of Retail Clothiers at the recent mid-summer convention of the Designers' Organization.

1. *Single breasted three button sack with a straight line effect, a good model for young men.*

2. *A three button Norfolk yoke front in a single breasted, with box pleat. It has a yoke back, with a belt all round, fastened with one button.*

3. *An extreme model of the jazz type, single breasted, one button and extreme form fitting. It has the bias flap pockets with the match flap.*

4. *Single breasted two button with four patch pockets and a yoke back. The little back view shows a pleat to the centre.*

5. *Another Norfolk style showing the strap to the shoulder, four buttons.*

6. *Rather a conservative double breasted model, three button and only slightly form fitting.*

7. *An extreme form fitting Norfolk model with a yoke back.*

8. *Another double breasted model in a three button, slightly form fitting model with a peak lapel.*

9. *Sports type with four pockets, semi-soft front in a young man's model.*

10. *Form fitting single breasted Norfolk with a box pleat from the shoulder to the pocket.*

Output of Knitted Goods in Canada

Official Report Shows 127 Factories in Canada—Production is $53,532,705 With Hosiery the Leading Product—Detailed Report of Value of Various Lines of Knitted Goods

Official statistics showing the state of the knit goods industry in Canada for the year 1920 have just been issued by the Canadian government, and disclose that there were 127 knitting mills in Canada, distributed geographically as follows:

Ontario, 90; Quebec, 22; New Brunswick and Nova Scotia, 4; British Columbia, 4; Alberta and Manitoba, 3; Saskatchewan, 4.

The aggregate production amounted to $53,532,705, the principal items being as follows:

	Doz. Pairs	Value
Hosiery	1,805,859	$16,697,421
Underwear Shirts and Drawers	1,532,283	13,663,982
Union Suits	277,790	5,551,911
Sweaters, etc.	255,290	9,650,342

The detailed production was as follows:

Classes of Products	Unit of Measure	Quantity	Selling value at factory
Hosiery:			
Woolen & worsted	doz.	690,557	$4,566,233
Merino or mixed	"	407,683	2,765,749
Cotton	"	1,326,918	4,714,749
Silk or silk mixed	"	380,701	4,650,690
Underwear, combinations:			
Merino or mixed	"	53,685	1,796,208
All wool	"	18,880	850,918
All cotton	"	180,224	2,773,785
Silk or silk mixed	"	2,500	131,000
Underwear separate:			
Merino or mixed	"	269,544	4,125,061
All wool	"	77,029	1,891,702
All cotton	"	11,185,710	7,647,219
Wool or worsted yarns made for sale	lbs.	1,295,659	2,392,095
Cotton or merino or mixed yarns for sale	"	374,339	259,921
Sweaters, cardigans, fancy vests, etc.	doz.	250,585	9,650,342
Hoods, scarves, nubias, caps and tuques	"	92,115	1,027,198
Gloves and mittens	"	164,719	1,543,909
Leggings & gaiters	"	11,852	208,959
Fancy knit goods, bootees, hoods, etc.	"	26,251	247,401
Flannels and sheetings	sq.yds.	45,000	117,000
Boot and shoe linings and felts	"	247,942	352,821
Jerseys, cloths and stockinette	"	285,848	231,849
All other miscellaneous products			1,325,132
Custom work, amount received for			262,773
			$53,532,705

The equipment of the Canadian mills is tabulated in the following statement:

	No.	
Sets of cards		230
Mule spinning spindles		54,135
Frame spinning spindles		31,660
Doubling and twisting spindles		2,817
Silk throwing spindles		180
Wool combing machines		4
Soapers		10
Sewing machines		3,996
	Spring needle	Latch needle
Knitting machines, power:		
Flat, ribbed	60	281
Flat, plain	136	259
Full fashioned, flat ribbed	2	80
Full fashioned flat plain	233	250
Circular ribbed	92	3,252
Circular, plain	649	1,208
Circular, hosiery automatic	66	2,491
All other	56	733
Knitting machines, hand:		
Lamb	33	174
Other	54	5,117
	1,381	11,008

The quantity and cost value of the materials used during the year are itemized as under:

	Lbs.	Valued at
Raw cotton	4,999,551	$2,413,732
Raw wool	2,568,673	1,943,818
Raw silk		297,755
Cotton, yarn	8,378,829	7,427,224
Woolen yarn	3,264,376	3,310,107
Worsted yarn	2,986,747	6,122,900
Merino yarn	834,555	1,298,090
Silk yarn	246,839	2,127,563
Artificial silk yarn	40,000	220,000
Yarn, other hosiery and underwear	91,638	143,701
Cotton waste	1,243,055	322,765
Wool waste and noils	636,331	392,993
Tops	1,392,076	2,173,614
Shoddy, mungo and wool extract	818,819	167,535
	Yards	Worth
Sateen and other fancy cloths	749,361	$291,888
Cotton piece goods	843,238	284,189
Soap, lbs.	1,575,511	169,395
All other miscellaneous materials		2,654,267
		$31,761,536

TELL BENEFITS OF ASSOCIATION

At the September meeting of the executive of the Ontario Clothing Association held in Toronto it was decided to prosecute with greater vigor the work and benefits of the Association. Key men were selected for the various sections of the province and they will be supplied with information telling them what the Association has accomplished for the clothing and furnishing trade of this province. These key men will then make personal visits to their respective districts in an effort to create a greater interest in association work and induce dealers to become members of it. At the same time, they will press upon dealers the desirability and benefits to be derived from attending the annual convention to be held in February of 1923.

This convention received some attention at the executive meeting and plans are already being formulated for it. One thing that was decided upon was to work through the Designers' Association to get some one to give a talk to retailers on the question of alterations. It was felt that the designer was the man who got the closest to this question and that he would be able to give the retailer the best advice about this important phase of retailing clothing.

The president, R. F. Fitzpatrick, went from the Association as a delegate to the National Retail Clothiers' Association held in New York during the week of September 11th.

Merchants Look for Big Fall Business: Some Say it Will be Best in Their History

"We Are Planning for the Biggest Business This Store Has Ever Had" Writes One Merchant—"Outlook for Fall Business Fifty Per Cent. Better Than 1921" Says Another—"Looking for the Biggest Fall Trade This Year We Have Ever Enjoyed" Says Third

FROM several sections of the Dominion, Men's Wear Review has received very encouraging reports of the Fall outlook for business. Almost without exception every dealer who has written us states that the outlook is much better than it was a year ago and some go even so far as to say they are looking for the biggest business in their history. According to these reports, the crop conditions in the various sections heard from are exceedingly good, indicating a freer circulation of money during the fall and winter months. Not only is this information encouraging to retailers but to manufacturers as well, for it indicates an altogether healthier condition of trade and a return of a sane optimism with regard to the future.

The reports given below are not all we have received. Throughout this issue will be found some longer communications of which a separate article has been made.

Barrie

"We are planning for the biggest business this store has ever had," writes W. C. Hunter of the W. C. Hunter Clothing Company of Barrie. "Crops have been good throughout Ontario and especially in Simcoe county. Wages are high and every man is employed. Money seems to be plentiful and, for the most part, people are very hopeful. We believe it is now in the hands of the merchants to make this Fall and Winter a big trade season."

Guelph

R. S. Cull of Guelph not only believes that the outlook for Fall is better than it was a year ago but he is giving expression to his faith by installing a handsome new front to his store. "I consider the outlook for Fall business," he says, "fifty per cent. better than 1921. The crop situation is the best since 1915 in this district and unless the coal shortage interferes, the factories will be running on full time."

Lindsay

The same encouraging report comes from Lindsay. Harry Brimmell, director of the Dundas & Flavelle Co. Limited, says, "We will be very much disappointed if we do not have a very substantial increase in our business this Fall as compared with last year. In this locality a general heavy crop has been harvested successfully and as we are in the midst of a large agricultural area, we expect to feel the result of this larger purchasing power when the buying season commences a few weeks hence."

Ottawa

Not only does E. R. Fisher of Ottawa believe that Fall business will be much better than a year ago but he writes that it has already opened out splendidly.

"I am always an optimist," he says, "and am more optimistic for Fall business than ever before. There are many reasons for this but four in particular which make me optimistic about Fall trade.

"I think the first would be that the public to-day, I believe, realize that prices have come down as much as they could be expected to and as much, I find with my trade, as they do expect.

"The second reason I would give is the fact that the public have not been buying in the same volume as they were in the habit of doing previously and the wardrobe of the average man is very much depleted. His suits and overcoats have been turned in many cases and are worn out now on the reverse side, so that it is a necessity for him to buy this Fall.

"The next big factor is the wonderful crops I find throughout the country, even in the remote farming districts. I find there an enthusiasm and optimistic spirit in every case.

"In our community, the building of private homes and public buildings has employed all the labor that they could possibly get and the wage-earner is with us, as far as I can see, in good condition.

"I am glad to report that Fall trade is opening up splendidly and I am looking for the biggest Fall trade this year that we have ever enjoyed.

"I might say in closing that the first six months of our year starting February 1st, and ending July 31st, had a considerable increase over the same period of a year ago. Whether this is general I do not know, but I expect it is in this locality."

Toronto

"We look forward to a bumper business this Fall," says Ed. Mack of Ed. Mack, Limited, Toronto, "for the reason that the crops in general, and especially in the West, are away above the average and every man that wanted to work could get it. Last but not least the country is full of optimism and it must win."

Cornwall

"Go to it," is the spirit of the report received from Arch. Dover of Dover's Limited of Cornwall. "The outlook is much brighter than a year ago," he writes to Men's Wear Review, "and the crops are much better. There is one drawback to business from the farmers and that is that they went behind in their payments last year and they are trying to pay up before they invest any money in clothes. This town is in first-class condition as our factories are all working steady and full time.

"We think that this is a poor time for the merchant to pay down on buying stock, as the man who has the goods this year will surely make a better bid for business than the man who only buys from hand to mouth. We have the stock and are hot-foot after the trade and we will be sadly surprised if we do not get it, as the public need clothes in the worst way. It is only by plugging that you can get it."

Sussex, N. B.

"Only fair," is the report that comes from the Sussex Mercantile Co. of Sussex, N. B. "Until the recent heavy rains everything looked excellent. Farmers report one-half crop loss. This is a local condition and might be much worse."

Fort William

Rutledge & Jackson of Fort William look for better business this Fall. "The outlook is very fair," they say. "Prices seem to be very well stabilized and the people seem to realize it and are buying more confidently. There are good crops locally, and in the West revival of construction and prospects of good railroading and lumbering all Winter."

Pembroke

Delaheys of Pembroke notice a marked change in the outlook for Fall and for a year ago. "Everything in both industrial and farming way in our town and surrounding country is most promising for present Fall and coming Winter—a very marked difference over same period of the year 1921."

St. Thomas

At the time Clarence Trull of Andersons, St. Thomas, wrote us the railroad strike was creating a local condition that

seemed bound to affect business to some extent. He mentions this in his letter but as this situation has improved since then, it is probable that one trouble has been dissipated in that section of the province. "Other than this particular instance," says Mr. Trull, "there would seem to be some reason for an optimistic outlook for Fall. The crops in this vicinity are quite satisfactory; the normal number of unemployed seems not too great and as the months go by the volume of business seems to compare more favorably with that of last year. We feel that with a more favorable disposition on the part of the buying public and with conditions much more favorable generally speaking, business should be rather good."

Hamilton

That the industrial situation in Hamilton has improved and that merchants are looking for better business this Fall is the opinion expressed by J. C. Begg of Begg & Co. Limited. "We anticipate much better business than last year," he writes, "and more stabilized values. The employment situation is better and the abundant harvests, the increased population of Hamilton and district all lend themselves to a better outlook."

Swift Current, Saskatchewan

Normal business will come to those who go after it and there is a better chance of getting it, is the opinion expressed by the W. W. Cooper Co. Limited, of Swift Current, Saskatchewan. Writing to Men's Wear Review they say:

"The W. W. Cooper Co. of Swift Current, Sask., have always taken a stand for optimism. Our business which was established nearly twenty years ago, and has grown to an institution which this city and district are to-day proud of, would have failed entirely if the dark times which we have experienced throughout this district had killed our optimism and faith in a community of ours and this western country.

"To-day, as one views the wonderful crops of this district better by far than any seen for several years, you receive some consolation and your spirits are brightened up, because there are the possibilities of a far better business outlook for the future.

"Most assuredly conditions are apparently much better than a year ago, but the question of markets and prices is important. There is little doubt but that the world needs wheat in very considerable quantities, and Canadian wheat is preferable—(see clippings) therefore it should find a ready market, because of its excellent milling qualities.

"We are practically sure of a reasonably good crop of hard wheat and providing the prices reach a trifle higher point than at the time of writing, a very fair financial return may be expected, which we as merchants will quite naturally share.

"Unemployment in this district is on the decrease and is roughly confined to unskilled labor, which is at present mostly all busy in harvest fields, outside of a few who are demanding exorbitant wages owing to the scarcity of labor.

"Providing the farmers are not unduly oppressed by creditors after the harvest season, there is every possibility that a normal business will be the result, but time must elapse before we are certain of this fact.

"We are not looking for anything big at present and have by no means thought of resting on our oars nor do we expect business to come easy for some time yet. Therefore we strive daily to view the future in an optimistic way and have decided to continue the fight, believing that business will come to those who go after it."

Winnipeg

Horace Chevrier of Winnipeg dwells on the fact that millions of new money will be out in circulation as a result of the abundant harvests of the West and that this is bound to have a beneficial effect on the whole situation in the West. He is confidently looking forward to greatly improved conditions and a return of the former spirit of co-operation and confidence which was so manifest in pre-war days in the west. The good crop will put the money into circulation needed to start things going again. The general demand for goods will provide employment, which in turn spreads hopefulness and a brighter outlook over all. Already there has been a resumption of the cheerful feeling so apparent in the east this year. The settlement of the railway differences and the coal strikes will still further help. "You cannot have 500 millions' worth of new dollars, which did not exist six weeks ago, come on to the counters of the various merchants of wheat, facing the whole world clamoring across the counters for the wares and offering an exchange of wealth, without having not only a change of feeling, but also a return of hope and courage at least commensurate with the new half-billion. The farmer is not asking for any general moratorium," Mr. Chevrier said, "but only that he will not be crowded by any one creditor. The trade betterment may be considered in the light of the fact that there has been a general shaking down of the prices of commodities which this half-billion is going to buy. In many lines," Mr. Chevrier proceeded, "prices are below the pre-war level, and on the general average to the level of the 1917 prices, the peak having been reached in 1919."

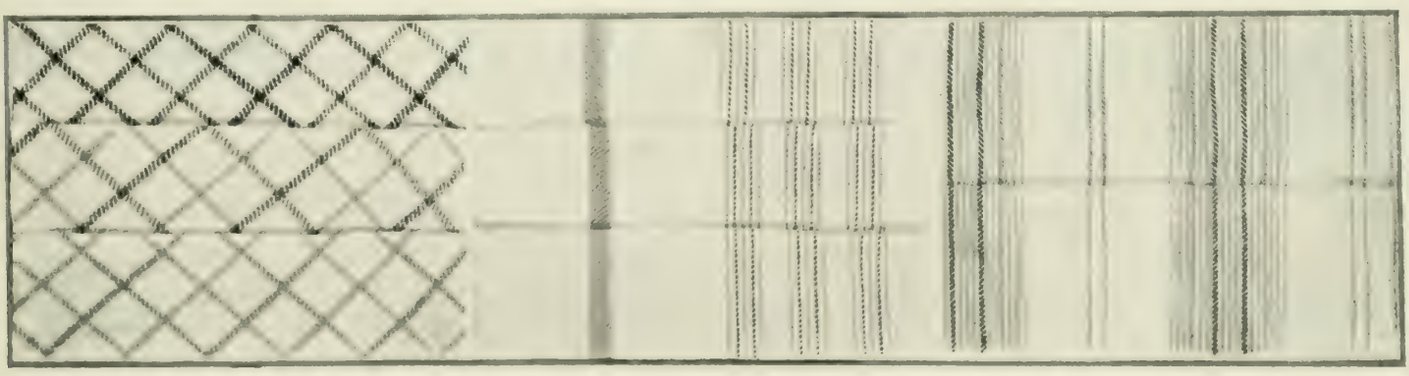
Mr. Chevrier said he was glad to see a return of the co-operative spirit, a reaction from the individualistic idea of the past two years, which was shown in a better public spirit in connection with the discussion on the Winnipeg Exhibition idea. They would be ready for other questions as they might arise and the community would undoubtedly be the better of it.

SAD DROWNING FATALITY

Jack Nissenson, brother of A. Nissenson who is secretary-treasurer of Society Brand Clothes Limited, Montreal, was drowned on August 16th at Square Lake, St. Faustin, Laurentian Mountains.

Jack Nissenson was only 18 years of age, a brilliant student, winner of the highest aggregate honours of the Province of Quebec in 1921.

He was spending his vacation in the Laurentian Mountains after his year at Harvard University where he showed signs of brilliant promise.



Messrs. Wm. Hollins & Co., Ltd., show some charming effects in colored stripes and checks in their new range of the well-known "VIYELLA" unshrinkable flannel. We select a few for illustration.

Left—Group "A" shows half inch checks in pea green and mauve, tan and copenhagen, tangerine and myrtle. These come in the TT. weight, which is suitable for the lighter type of sports skirts.

Centre—Group "B" illustrates three patterns from one of the new ranges in the T. quality, and shows some very pleasing effects in grouped stripes, the colors being delicate shades of tan, mauve and green interspersed with yellow in each case.

Right—In Group "C" we have variations of mauve and green stripes super-imposed on grey and yellow stripes in a cream background.

Conveying News in Your Advertisement Lifts Merchandise Out of Ordinary Rut of Goods

Opening up New Lines of Thought in Advertising—How "News" Might be Injected Into an Overcoat Advertisement—Retailer Should be Style Authority—Using Local Events in Advertising—Ad. Man Should be an Editor

Written Specially for Dry Goods Review by E. V. M. GILBERT, Advertising Manager of J. H. Blumenthal's Sons, Limited, Montreal

"HOW CAN I make my advertising different?" asks the retailer. "How can I lift it from the rut of every-day sales and price reductions? What can I do to make it talked about, to make the reader want to read it?" It's no easy problem to solve—it is one that thousands of men have thought about for many years. And it would be futile for anyone to offer any suggestion to accomplish that end. New lines of thought, however, may be opened. Let us try.

Let us say that we have received from England a shipment of mufflers. They were purchased at a low price—they are good value. We advertise them.

Imported English
MUFFLERS
Reg. Value $18
$12.50

We have told the story—we may stick in a cut of a muffler to embellish the item. Is there any better way of handling that same advertisement? Suppose instead of merely saying that we have mufflers to sell at such a price let us tell the public that this shipment is the first to arrive in the city—let's tell them that they are new, that they have just come in. Let us thereby stress the NEWS feature of the advertisement.

(Use)
(cut of)
(boat)
(here)

Via S. S. Metagama
The first Sporttown Shipment of
FINE ENGLISH MUFFLERS
in the new Piccadilly patterns
$12.50

The cut of the boat, the name of the boat, the first arrival in your city—all emphasize the news feature of the merchandise. The additional copy is to lend tone to the merchandise. It does. And you have told the reader news. Of course the example selected is a difficult one in that there is no outstanding news feature to emphasize. But it is sufficient to show how the news feature when stressed will lift not only the advertisement but the merchandise advertised out of the rut of ordinary goods.

Sole Function is News

Let us never forget that the sole function of the daily paper is to supply news. When the paper prints a history of anything, it goes in the magazine section. And we buy our space in newspapers which men read for their news value. Let's then enhance the value of our advertising by making each advertisement convey some news to the reader.

Overcoat Advertisement

The situation in the clothing field to-day is one fraught with interesting news for the consumer. The consumer doesn't know that there is apt to be a scarcity of good overcoatings. What splendid copy there is for our opening overcoat advertisements in the relation between the Irish situation and the situation in Irish overcoatings. Suppose we ran an advertisement showing a cable from the other side to the effect that the mills are sorry they can't deliver the cloths ordered until late in October—under the reproduced cablegram a headline of exultation because we have had delivery of some very fine overcoatings—would not that news advertisement make a splendid selling force for the opening of the season rather than the prosaic announcements of the formal opening of the overcoat season, probably embellished with a stock border cut dug up from our campaign of three years ago?

Be Style Authority

That is an example of news advertising, of cashing up on the sales value of business news. We read our trade journals for the news of the business. In every issue of this or any other good journal there is any amount of news which will help us make our advertising more interesting. There is style news—a feature which is sadly lacking in most local advertising. Be the style authority of your city if you run a better grade shop. Make sure of it by using your advertising space to tell the news of the introduction and development of new styles. New York has adopted the white waistcoat for dinner jackets—London has given up the straw hat for light weight felts—Scotsmen are wearing breeches and golf stockings to work instead of long trousers. Here is style news which is interesting to the man who likes to be smartly attired. Link it up with your store and your stock through your advertising.

Sick of Bargain Sales

The dear old public is sick and tired of bargain sales. Let's feed them something new. Your little baby kicks when she gets the same diet all the time. Your little public will raise the merry devil with your advertising expenditure unless you change their diet. They want novelty in apparel—they want novelty in advertising. The man who gives either will get a fair share of business, the man who gives both will get considerably more than that.

City News an Inspiration

Then there is the news of the city. At the time of the opening of a social season, of the holding of some great affair in which a large number of people are interested, your advertising should link up with the news of the event. I have seen advertisements of dealers in certain cities where they used paid advertising space to announce functions of various clubs and organizations. These ads contain a box "What's On To-night?" They report the different social events in that box. The result is the people of that community look at that retailer's ads not only to read about what he has to offer but mainly for the news of social activities. So they see the announcement of a formal affair and note that the dealer has a complete assortment of dress accessories "and, by George, I'll need a new stiff shirt for the Social Club's affair," he remembers as he reads—what more natural than to go to the advertiser for the necessaries?

Be An Editor

Newspapers edit their news carefully. It must be timely. It must be interesting. It must interest a large number of people and not a handful. It must be general. If it is important it gets the first page, if it is filled with human interest, it gets the first page. If it affects a few it gets a stick somewhere inside. If it is a puff sent in by an advertiser it gets as little as possible. And so even though you must appreciate the value of news in advertising there comes the occasion for you to edit this news, to stress those items which are of widest general interest. Be an editor of advertising, don't be a writer. You have a hundred different things to advertise, pick out and emphasize those of the widest interest, of the most importance and which are interesting. Give them the most prominent parts of the ad. Let the less important items be relegated to minor positions as "fill-in" stuff. The more we inject interesting news into our advertising the more effect will our advertising have.

College Students' Trade is Profitable: Suggested Methods of Getting After it

The Records Show That Students Are Good Spenders During Their College Term—Presentation of Card Entitles Holder to Ten Per Cent. Discount—Sending Samples of Furnishings to Students—The Matter of Advertising

ALONG about the end of September the majority of Canadian colleges will recommence their lecture courses and the annual influx of young men will again swell the population of certain of our cities. Many retailers who have been in the game long enough to know the ways and habits of freshmen, juniors, seniors and sophomores are enabled to capture no little business from this same small army of students, principally for the reason that each college and each fraternity demands certain individual fashions and clothing requirements which must be met at local stores or the student is marked as lacking in class "esprit de corps." During the first month of college activities, therefore, there is much profitable selling to be done by the clothier and haberdasher who is awake to the possibilities in university trade. Not all students are possessed of unlimited means, it is true, but all of them are required to own certain outfits for their recreation hours, including the requisite clothing for hockey, football, tennis, or even gymnasium work, together with such attire as is correct for informal and formal evening events which are numerous during the nine months of the university term. Thus it can be understood that each college student is "good for" no inconsiderable amount of salesmanship during the course of a year and once a freshman becomes a regular customer it is safe to take it for granted that he will continue to patronize the same store for the four years of his college career.

College Boys are Good Patrons

According to several clothiers interviewed recently by Dry Goods Review with regard to the question of catering to college men, the latter "dress well and spend well," and this is true in the smallest of college towns as well as in such a city as Montreal. Just how the retailers of these centres of education go after business forms an interesting matter for investigation.

The first requisite for the retailer to heed in his campaign to capture this college trade, is to aim his publicity matter at the individual student. As soon as the list of applicants at the local university is complete the retailer will find it advisable to keep in touch with the secretary or bursar and obtain from him a copy of the list, giving the names and addresses of all incoming students. A carefully prepared and attractively worded personal letter to each student should be written by the retailer and mailed to the boarding house or dormitory, at the outset of the college session, in which the name of the store, its address, and the type of service which it endeavours to give, are all duly noted. If such a personal letter as this is really well done and is not merely a form circular, the response will be well worth the little exertion of preparing such a list of names, particularly if some extra feature is introduced, such as the plan tried out by a prominent Montreal firm for many years back in connection with their dealings with McGill students. This plan has been mentioned before in this publication but is well worth repetition, being easily carried out and brings practically 100% results.

Offers 10% Discount

A small card of about vest pocket size, is prepared, bearing the name of the store and a blank space for the name of the recipient to be filled in by hand. The accompanying letter should explain that a discount of 10% will be given on the purchase of any suit or overcoat bought at the store during the next 30 days, on presentation of the card in question.

This scheme never fails to bring in satisfactory returns according to the store which originated the plan, and it is claimed that the personal appeal, together with the idea of a discount to college students only, is the reason for the unfailing success of this idea.

Advertise in College Paper

Another way to get college men's business is to advertise in the university magazine or newspaper, such as is always conducted during the college term by the students themselves. Such copy should be newsy, snappy, and addressed to the men themselves, inviting them to call at the store for anything they may need and emphasizing the fact that correct clothes and furnishings are in stock at all times.

Another idea which won instant favour in the city in which it was tried out last year was the erection of a score board on which football match scores were posted by means of telegraphic information to the store from the field of action in whatever locality a match was in progress. In the case of intercollegiate matches in which the local team was entered, such a stunt as this is certain to prove a winning idea, for the only other means available to the public of learning the score and particulars of the game at the earliest moment is by watching the bulletin boards of the local press which are, however, merely summaries of the finished match, while the telegraphic bulletin board can be marked up while the game is actually in progress, thus attracting a crowd of fans who are likely to become fast friends of the store in consequence of this novel idea. The store which tried out this idea estimated the crowd gathered in front of its building at many thousands, while in addition, the telephones were kept humming by people who were unable to get to the store yet had a keen interest in the outcome of the match.

Sends Goods On Approval

Another progressive store in Montreal which caters to the most discriminating type of college student makes it a practice to send an assortment of high grade furnishings including hosiery, neckwear, scarves, handkerchiefs, suspenders or belts and shirts to any student who has been a customer of the store for a year. This assortment is compactly fitted into a moderately sized box and sent on approval with a memorandum of the cost of the various items. The idea behind this scheme is of course to demonstrate what is new and smartest in haberdashery and is an unfailing sales aid where young men's trade is concerned. This store keeps a record of customers' sizes in order that the merchandise may be exactly right when tried on at home. On an average it is said that fully half of the goods sent are retained. Each package should contain goods the total cost of which is not extravagant, as the sight of a costly price will frighten off the purchaser rather than induce him to buy. The first package should be small and represent exceptional value. The college man will appreciate this form of service if the goods are sent to his "frat" house so that he can show the merchandise to his chums and get their approval. Other sales will naturally follow on this account.

Demand for Evening Clothes

Do not forget to keep your store attractively arranged with due regard to the window displays which must win business from college men. Show plenty of sweaters in college or club colors, and the right kind of caps and neckwear, etc., for young men between 17 and 22 years of age. Keep in mind the fact that most of them will need their first tuxedo coats during college term and a special circular will be found to secure this business.

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Advertising That Was News

A certain retailer of men's wear lines went to market to buy some merchandise. During his buying expedition, he ran across some particularly fine woollen fabrics for suitings. He had in mind, from his constant contact with his customers, a considerable number of them to whom he believed these particular patterns would appeal.

A good advertising idea struck him right between the eyes. He went to a stationery store and bought some picture post cards. He sat down and wrote to a lot of his customers, told them he was "at market" buying some snappy merchandise and he believed he had come across something that would be of particular interest to them, and he went on to give them some idea of what it was.

His customers liked the personal touch of the picture post card written from the scene of action. But more than that, they were interested in what he was telling them—no doubt the novel way he conveyed the information also caught their fancy.

When he got home, or shortly after, most of the men to whom he had written came into the store to see the fabrics he had written home about. They agreed that they were "something to write home about" and they quickly picked them up.

It was a good advertising stroke. It was an advertisement that contained real news.

Opportunity For Display

In the new scheme of the Ottawa government for the conversion of war bonds there is a chance for some original window display work. The public is bound to be interested in this new plan and there will be an intensive advertising campaign carried on from coast to coast as there has been in the case of the previous loans that have been floated in Canada. Display men, in general, are altogether too conservative in appreciating these incidents in our national life and in using them to draw attention to and favorable comment upon their display work.

It occurs to us that some original and attractive displays might be arranged during the course of this loan. For instance, a scene in a bank might be reproduced. The customer could be seen handing in his or her war bond (five and a half per cent. interest maturing December 1st, 1922) and receiving from the teller what the government offers the holder in exchange for the maturing bond. If the display man would study this loan carefully, he would be able to show by the use of a showcard exactly what the conversion means to the holder of these maturing bonds. The reproduction of the actual transaction, together with the exact figures shown, would contain the whole story in a nutshell and would give a quicker understanding of this transaction than many a printed word.

At the same time, it would be doing a useful and patriotic service for Canada. Such windows create considerable interest in the community; they draw attention to the store; they are educational to the public; and they enhance the reputation of the display manager.

Sidelights on Salesmanship

In this issue of Men's Wear Review we have an article in which there are some quotations from Harry Gordon Selfridge on the subject of salesmanship. They are well worth considering because they come from a man, once a driver with Marshall Field's of Chicago, and now the head of a retail organization that is known the world over. It is always worth remembering, too, that men who have achieved great things were men who had very humble, even menial, beginnings.

If Mr. Selfridge were merely theorizing on what he says about salesmanship in England and on the continent, as compared with salesmanship on this continent, one might be inclined to take a very decided exception to what he says. We usually think of the American type as the most aggressive type in the world, particularly when it comes to salesmanship. But the fact remains that the number of turnovers in five Paris retail stores is larger than any on this continent, and the volume of business in each of these stores greater than the volume of any retail establishment on this continent. That there are five stores in the city of Paris with a population less than that of New York each doing about $100,000,000 worth of business yearly is surprising and illuminating.

Without any desire to offer carping criticism, Mr. Selfridge suggests that this might be due to methods of salesmanship. He characterized the American type as "intensive persuasion"; while the method employed in England and on the continent concentrates on the desire to meet the wishes of the prospective customer. He says that salespeople in Paris make a very close study of the wishes of the customer and that their buyers are really experts. It is impossible, he says, to get away with poor stuff among Parisians because they know good merchandise. Knowing the tastes of the people and securing the merchandise to satisfy those tastes results, says Mr. Selfridge, in big turnovers and volumes of business.

The difference he points out is well worth considering and the fact that this difference results in bigger profits makes it all the more so.

Men's Wear Markets at a Glance

Some Early Repeats on Fall Merchandise From Widely Separated Districts—Good Sorting Business is Looked for by the Wholesale and Manufacturing Trades—Hopeful Outlook From the West—Conditions in the East—Spring Merchandise

EARLY Fall buying from retailers who have featured their Fall merchandise during the last weeks of August or the first weeks of the present month is reflected in wholesale and manufacturing circles. On lines of overcoats, for instance, on which there was light buying for Fall requirements, repeat orders have come from widely separated centres throughout the country. Some of the first hailed from the West.

Trade Seasonal

Otherwise, there is not a great deal of activity in trade that is not seasonal. The past month has seen heavy shipments of Fall merchandise going out to the retail trade and all of it is not out yet. In active buying, it is mid-season with the usual hopes in both wholesale and retail circles. In some quarters reports reaching us go to show that Fall business has already opened out well, much better than it did a year ago. Some idea of the outlook for Fall may be gathered from the letters that have reached us from many sections of the Dominion and which appear elsewhere in this issue. They are practically unanimous in believing that the development of business during the next four or five months will be satisfactory. Retailers from one end of the country to the other are delighted with Western conditions. Perhaps the sanest view of conditions there is that it will again start money in circulation which will, in many cases, wipe out the indebtedness of farmers and retailers alike. That means a healthier development of business and salvation for many individuals who were facing disaster if another poor crop had to be harvested. The position of many retailers will be improved because they will not need to carry their clientele to such limits as they have been doing for many months.

In Other Sections

Ontario and Quebec are living up to their reputation in the matter of business. Reports indicate that, in rural sections, crops have been very satisfactory and merchants are looking for good business all through the Fall months. Some of the industrial centres are still affected on account of unemployment but there is reason to hope that the situation will not be as critical this winter as last. In the maritimes there is still room for improvement. The native industries in these provinces have been subjected to varying conditions all of which have had their effect upon trade in the men's wear lines. Some of these are dealt with in an article appearing elsewhere in this issue. Industrial troubles have also had an unfortunate bearing on trade and until these are finally settled and amicable relationship established between the contending parties, business cannot hope to regain its normal channels.

Spring Merchandise

A few years ago it would not have been too early even at this time to get some idea of how retailers were buying for Spring. It is considerably too early to do so now. Some of the clothing travelers are starting out this month with their models and before the middle of October all of them will be on their way. At this time of writing many of the houses are just putting their samples through the factories. They are all hopeful that placing business may show an improvement over a year ago.

There has been some buying in Spring felts and in summer straws and, according to reports, buying is a little freer than it was even for Fall. The trade is showing a keen interest in panamas. Browns, tans and pearls are selling well in felts, with a sprinkling of light green. Manufacturers believe that a green season is coming but they do not think it will be the same green that was so popular a few years ago. In some of the American cities visited by Men's Wear Review during the month tans and browns were featured very strongly and dealers said they looked to these shades as the big ones for the Fall business.

Knit goods men profess to be running at capacity to fill orders in various lines of the men's wear trade. Some very fine novelties in neckwear are being shown and there is promise that the trade will see some very nice, new things in their Christmas buying. In cut silk neckwear some of the houses are doing a fair amount of business. Some recent importations from Italy and other European countries have been taking well on account of their newness in patterns.

On the whole, trade can be said to be satisfactory for the season of the year. The excessively warm weather in September interfered somewhat with early business for the retailer and the hope is universal that seasonable weather may soon prevail.

Should Emphasize Quality and Style

Display Manager of R. J. Tooke's, of Montreal, Arthur Perreault, Gives Views on Window Display Work—The Use of Platforms—The Care in Selection of Colors—The Kind of Showcard to be Used—Practicability of Unit Display

THAT the time has come when it behooves the display man to emphasize Quality and Style rather than the overdone theme of Price, is the opinion of Arthur Perreault, who is Display Manager with the R. J. Tooke Company of Montreal and whose achievements in the matter of display are well known, and include the Dominion Exhibition diploma in 1912 as well as innumerable first prizes in contests held from coast to coast.

To Men's Wear Review, Mr. Perreault stated, in the course of an interview, that this opinion was held by all the foremost display men of America and was the principle theme of the recent convention of display men held in Chicago. In many of the exhibition windows shown at the convention the idea of the interchangeable unit system of window display was emphasized, and the use of a "platform" for display was given a variety of artistic interpretations. Mr. Perreault has brought back with him many new ideas and theories which he proceeded to execute in connection with the Fall display of new merchandise in the windows of the R. J. Tooke Company store at the Windsor-Peel intersection.

On this page will be found a reproduction of the left hand window display showing the velvet-covered "platforms" originated by Mr. Perreault for showing different groups of related merchandise and explained by him in these words:

"You will notice that I use three platforms to each window and each platform is covered in either purple, green or royal blue. In arranging my windows, therefore, I am careful to use one of each of these colors when showing ordinary merchandise but on special occasions such as Easter, St. Patrick's Day and so on, I would use three of the platforms in one color, the purple for Easter and the green in honor of St. Patrick.

Quality of Merchandise is Enhanced

"The reason for using these platforms is apparent. It is no longer considered correct to display merchandise on the floor of the window. It is recognized that it is greatly enhanced in appearance by being raised, just as any thing will look more attractive when presented upon a tray than it would if merely handed out or laid on the floor. The idea of presenting men's wear in this manner is now the accepted method of all professional window dressers who realize that a window must not be completely denuded of its display at once, or left shrouded in mystery or else gaping untidily to the street. Such work is strongly frowned upon by good display men. Instead, by use of one or more platforms to a window, arranged so as to leave 18 inches between each one and about 10 inches from the glass, as well as some 2 feet at the back, the window dresser can easily walk between the units and remove the merchandise from one without in any way rendering the entire window an eyesore from the street.

"The height of my platforms is 6 inches and they are finished with curved arms and a removable pedestal covered in the same velvet plush. In selecting the merchandise to be shown each unit, care must be taken to feature one color or tone in order to avoid a clash of shades against the background. For example, I have shown a group of navy blue silk ties, striped diagonally with white against a purple ground. This might seem incongruous to some people but on looking closer it will be seen that I have draped some woven shirting material in a harmonizing color scheme to the ties just behind them, and thus the spectator's eye grasps the fact that this is a new and effective kind of tie to wear with this particular type of shirt. I have placed a fan-shaped piece of the tie silk above each one to give more color to the display.

Show Coat Linings This Season

"On the blue platform next I have displayed three new fall overcoats together with real silk mufflers to match the brown tones of the coats. In this connection it should be remembered that the lining is the great feature of this season's overcoats and consequently, I have arranged the three garments in different positions, one showing a glimpse of the lining in front, another with a corner turned up, and so on. As mufflers are the goods most suggested in this case, they are shown folded into narrow pleats and placed on the blue velvet here and there.

"Against the green ground I have

Richly colored plush covered platforms supply a dignified as well as an artistic background for this display of new fall merchandise. Only goods which are related in character are grouped in these units which are purple, emerald, royal blue and scarlet. The use of these units enables a display man to complete one platform at a time without upsetting the whole effect.

Display by Arthur Perreault, with R. J. Tooke Company of Montreal.

shown some wool taffeta shirts on flat stands to give the natural effect and with the shirts are used knitted silk ties, the only appropriate finish to this type of shirt. The shirts show faint stripes of blue, so I have selected ties of black silk with a faint blue line running horizontally.

"In another window I have shown a unit for sportsmen, particularly golfers who require slightly warmer clothing for these chilly days. Tweeds, camel's hair sweaters, heavy hose and brogue shoes are all combined here with a toy camel complete with hump, to give the unit a realistic touch!

Oblong Show Cards Are Best

"My show cards are small and uniform in character, one placed against each unit. I have used brown cardboard, oblong in shape, with the wording lettered in black upon a white facing. One corner of each card is rounded off just to give a more unusual appearance and the wording is brief and runs to three lines of three words each at most. The reason for this is that an oblong card is more quickly and easily read by a man passing by in a hurry than is a square or upright card and therefore, it is advisable to put the gist of the message right in the first three words. Such cards are in keeping with the character of the display which aims first of all to be dignified as well as to emphasize the qualities of smartness and exclusiveness which should be given prominence in every Fall opening display.

Unit Display Method is Practical

"I would like to stress as much as possible the practical character of this new display method," said Mr. Perreault in closing, "for with these units a perpetual change can be kept up without undue exertion or confusion in the window. Furthermore, the choice of colors mentioned, together with some two or three units covered in red plush will provide a display man with all the background he requires for any special event. The red units will be invaluable at Christmas and will show off all kinds of merchandise effectively."

Much flattering comment has been accorded the double frontage window display described above by visitors to Montreal this month and what is still more satisfactory, the new effect in display has sold the goods more rapidly than was the case under the former style of window dressing. Goods are now shown in single groups of a color, combined in the relation which they bear one to another, so that the kindred ideas of harmony and added comfort are implanted in the mind of the would-be purchaser. Salesmanship can be carried to no higher degree than this.

Did You Ever Stop to Think

THAT if your city is in need of more mercantile establishments of any kind—ADVERTISE!

THAT if you want any more farmers or homeseekers to locate in your community—ADVERTISE!

THAT if you can offer any special advantages as a desirable location for factories, branch plants, etc.,—ADVERTISE.

THAT your section will attract greater attention today than ever before if you ADVERTISE!

THAT your vast resources will receive the consideration their importance has long entitled them to, if you tell the world.—ADVERTISE!

THAT the directing heads of manufactures, investors seeking profitable outlets for their capital, as well as those on the outlook for good farms and homes, are reading the papers every day looking for opportunities. ADVERTISE!

THAT the best results from any kind of advertising are obtained by "KEEPING EVERLASTINGLY AT IT."—ADVERTISE.

THAT no matter what you have to sell, the columns of the newspapers will fill your needs in the surest and most economical way.—ADVERTISE.

THAT if you want increased business, ADVERTISE.

THAT most newspaper readers are boosters. They pass on everything good, whether found in editorial or advertising pages.

THAT if business is falling off, you should step right out of the rut and increase it by the right kind of ADVERTISING.

That getting the business is not always a selfish proposition. Modern business entails a certain amount of service that is of as much interest to the buyer as to the seller.

THAT you will find in the stores of your city, the obliging clerks, the ones who greet you with a smile, who wait on you courteously, solicitous of your every wish, who answer your questions politely, who are willing to take the trouble to supply any information wanted, they help to make better business.

THAT "mail order" houses succeed because they advertise. You can beat them at their own game by advertising in your local papers.

THAT many citizens would be pleasantly surprised if they were to investigate the various kinds and classes of merchandise obtainable in their city. With this knowledge, they could spend all their money at home. A DOLLAR SPENT IN YOUR OWN CITY HELPS YOUR CITY. A DOLLAR SPENT IN SOME OTHER CITY, HELPS THAT CITY. BUY AT HOME.

THAT your city is the best city in which to live. Don't hesitate to tell the world about it.

Prominent Merchant Passes Away

A. A. Allan, President of Firm of A. A. Allan & Company, Limited, Dies Suddenly

Death came very suddenly on the night of September 1st to Archibald Alexander Allan, president of the firm of A. A. Allan & Company, Limited, of Toronto. Mr. Allan had been spending his holidays at his summer home at Atherley, Lake Simcoe.

An Old President

The late Mr. Allan had spent more than 60 years in Toronto, during the most of which he was head of the firm of A. A. Allan and Company. Born in the Orkney Islands, he came to Canada in a sailing vessel, and began his business career in Toronto in 1859. The hat and fur business, which he and his brother, James D. Allan, started about 45 years ago, is one of the very oldest firms in Toronto. James D. Allan, who retired in 1915, went to remote parts of the earth to get furs and skins for the trade, for twenty years visiting Russia annually, until 1914.

In 1904, when the wholesale district of Toronto was swept by fire, the firm of A. A. Allan & Co. saved $100,000 in furs from the flames. Mr. James D. Allan, somehow having a premonition that a fire might occur, had had constructed a large vault under the sidewalk. Hardly was the vault finished when the fire broke out, and the vault was immediately filled, the most valuable furs being saved. The new Allan warehouse, erected after the fire, was the first concrete building in the city.

Many Affiliations

The late Mr. Allan, though of a retiring disposition, had a host of friends and was connected with benevolent organizations, such as the St. Andrew's and Caledonian societies. He was also a member of the Granite Curling Club, the Royal Canadian Yacht Club, the National and Ontario Clubs, and the Zetland Masonic Lodge.

Three sons survive, Arthur, Frank and Herbert, associated in the business; two daughters, Miss Allan, at home, and Mrs. Williams, California; and two brothers, James D., of Toronto, and R. B. Allan, of Stavely, Alberta. The late Mrs. Allan died in April, 1921.

Autumn and Winter Correct Dress Chart, 1922-23

DAY DRESS

OCCASION	COAT AND OVERCOAT	WAISTCOAT	TROUSERS	HAT	SHIRT AND CUFFS	COLLAR	CRAVAT	GLOVES	BOOTS	JEWELRY
DAY WEDDING AFTERNOON CALL MATINEE OR RECEPTION	Black or Gray Cutaway or Frock Chesterfield or Skirted Overcoat	To Match Coat (with white edging) or White	Gray Striped Cashmere or to Match Coat	High Silk with Felt or Silk Band	Stiff Linen or Piqué, White	Wing or Poke	Black-and-White Four-in-Hand Once-over Ascot or Bow Tie	Pearl Suède or White Glacé	Patent Leather, Buttoned Kid Tops	Pearl Pin, Links, Studs and Cravat Pin
BUSINESS, LOUNGE AND MORNING WEAR	Jacket Chesterfield or Box-Back Overcoat	To Match Jacket or of Different Fabric	To Match Jacket or of Striped Cashmere with Black or Gray Jacket	Derby, Soft or Cloth	Plain or Pleated Bosom with Single or Double Cuffs	Starched Double-Band or Soft Fold or Wing	Four-in-hand or Bow Tie	Tan Cape, Chamois or Buckskin	Laced Calf Black or Brown High or Low	Jeweled Links Gold Chain or Wrist Watch
MOTORING, GOLF, RIDING, COUNTRY TRAVELING	Norfolk or Jacket Raglan or Polo Cloth Topcoat	To Match Jacket Knitted or Tattersall	To Match Jacket or Flannel, or Woolen Knickers	Cap, Soft Felt or Cloth	Cheviot, Flannel or Oxford with Soft Cuffs	Soft Fold or Attached Self Collar	Four-in-hand or Bow Tie Stock for Riding	Tan Cape, Chamois or Buckskin	Laced Calf Black or Brown High or Low	Gold or Enamel Links Wrist Watch
AFTERNOON TEA, CHURCH AND PROMENADE	Oxford or Black Cutaway Chesterfield Overcoat	To Match Coat or of Fancy Fabric	Gray Striped Cashmere or to Match Coat	High Silk with Felt or Silk Band	White or Black-and-White	Wing or Poke	Black-and-White Four-in-hand Once-over or Bow Tie	Gray Suède or Gray Mocha	Patent Leather, Buttoned Kid Tops	Pearl or Jeweled Links, Studs and Cravat Pin

EVENING DRESS

EVENING WEDDING, BALL, RECEPTION, FORMAL DINNER AND THEATER	Swallowtail Skirted, Chesterfield or Cape Overcoat or Fur Lined	White Single or Double-Breasted of Piqué or Linen	Same Material as Coat	High Silk with Felt or Silk Band	Stiff Linen or Piqué White	Wing, Poke or Lapfront	White Tie of Plain or Figured Piqué or Linen	White Glace Kid White Cape or Suède for Theater	Patent Leather, Buttoned Kid Tops Patent Leather Creole Gaiters or Pumps	Pearl or Mother-of-Pearl Links, Studs, Waistcoat Buttons White Enamel Plain or Jeweled
COUNTRY DANCE, INFORMAL DINNER, CLUB, STAG, AT HOME DINNER	Jacket Black or Oxford Chesterfield Overcoat or Fur Lined	Black Silk or White Piqué, Single or Double Breasted	Same Material as Jacket	Black Derby or Black Soft with Silk Under-brim	White of Piqué or Linen Semi-Starched	Wing or Fold	Black Silk or Satin Tie	Gray Suède or Buck	Patent Leather Oxfords or Dull Calf Pumps	Black Mother-of-Pearl Black or White Enamel Links, Studs, Waistcoat Buttons

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A Forecast in Spring Clothing

Montreal Manufacturers Not Yet Certain About All Prices—Some of the Opening Ranges—Designers Express Opinions With Regard to Forthcoming Styles—Getting Away From Tight-Fitting Coats—Increased Popularity of Norfolk

THE QUESTION of price is dominating the clothing business at the present time and is expected to become even more marked once spring selling gets under way, according to the opinion voiced by several Montreal manufacturers to Men's Wear Review. Just what the average price range for spring is to be cannot be definitely stated as yet owing to the delay experienced in getting out samples, which at the time of writing, will not be sent out with travelers until early in October. One firm, however, making a well-known brand of men's and boys' clothing announces its opening price at $20 for the cheapest grade suits, which is lower than the 1922 range. This manufacturer makes another line which bears no guarantee but is placed on the market to satisfy the demand for a popular priced line of clothing and this brand will be priced from $8 up to $22 for boys' and men's suits of the "ready made" variety. This line is selling so rapidly that it is abundant evidence of the fact that it is clothing at a price to-day that is in demand.

Expect Demand For $25 Suit

Another Montreal manufacturer gave it as his opinion that the only really heavy volume of business in men's suits for spring will be that ranging in price between $15 and $22 per suit wholesale and he feels that the $25 dollar suit retail will be the most wanted item in the retail clothier's range. The same situation applies where boys' clothing is concerned and garments priced between $5 and $10 wholesale will provide the bulk of business in most stores.

This tendency to concentrate upon medium-priced lines is the buying policy being followed by retailers in all the smaller towns, it was said, and the demand for two-trouser suits is noticeably on the increase. Every manufacturer interviewed by Men's Wear Review took the attitude of regarding the two-trouser suit idea as dangerous, yet each firm which makes clothing at a medium price has included two-trouser suits in its spring range. The reason given for this concession to a demand felt to be injurious to the trade at large is that it is not always possible to make up extra trousers later on in the season to match suits and thus a certain number are offered at the outset of the season priced at a moderate figure. For subsequent ordering an additional 25 cents per pair is charged. One line of navy blue serge priced at $15 thus becomes $19 with two pairs of trousers or $19.25 if the extra pair is not ordered with the original suit.

According to the manufacturers the two-trouser idea has much to recommend it to the economical man, or the "one-suit-man" as he might be described. To this type of purchaser it is the only logical kind of suit to buy as in all probability he would purchase an odd pair in any case, but there should be no need or necessity for the retailer to feature the two-trouser suit over and above the regulation kind.

Light Tweeds Not Practical?

Touching on the trend of styles for spring as viewed by the designers of two Montreal firms, the opinion was given that there is likely to be a reaction against the demand for tweeds which was so pronounced this summer. According to one designer the light grey suit was not a practical proposition for the "one-suit-man" who quickly found that tweeds do not stand up so well under continuous and strenuous wear as do the more durable worsteds, etc., and furthermore, there was a tiresome monotony about the tweed suit when seen by the score on the street any business day.

Nevertheless, sports effects have not as yet said their last word and it is rumored that Norfolk effects will be even stronger next spring. Some doubt was expressed by one designer as to the continuance of the wide pleat in sports coats, yet he could see no other method of providing the necessary freedom of movement without returning to the broad back effect such as Englishmen affect. English styles in sports clothes have registered a distinct modification as regards the introduction of the pleat and thus it is possible that American styles may be affected similarly eventually.

Looser Effects Considered Smarter

In any case, there will be a tendency to get away from the tight fitting effects in better grade clothes, the average man having shown a preference for less extreme styles in general. According to another designer ultra extreme styles will continue as heretofore but will not be made up here in any greater quantity. This style of clothing is usually the choice of the foreign element in any locality and thus the demand is

(Continued on page 57)

Smart Russian overcoat for youngsters between 3 to 9 years of age finished with leather buttons and smart slashed pockets. Both front and back view are shown. Shown by Levin & Son, of Montreal.

JOHN FORSYTH LIMITED

KITCHENER, Canada

Says Crops Will Improve Conditions in West: Retailers Rendered Great Assistance to Farmers

F. L. Thompson, of Thompson & Flumerfelt, Calgary, States This Year's Crop Will Place Many Retailers and Farmers in Better Financial Position—Retailers Have Carried Many Farmers on Their Books—Fair Treatment by Eastern Wholesalers

THAT conditions in the province of Alberta are improving and that the crop in that province will considerably alleviate the financial situation of retailers and farmers is the opinion expressed by F. L. Thompson of Thompson and Flumerfelt of Calgary. In a letter to Men's Wear Review, Mr. Thompson gives a careful outline of the crop prospects and their bearing on the position of the retailer and the farmer, and mentions that better crops did not come to some sections before they were needed. He says that the retailers have proven themselves friends of the farmers who have been visited by misfortune in connection with crop yields, and he is not stinting in his praise of the eastern wholesaler who has lent every possible assistance to the retailer. Mr. Thompson's letter follows:

Crops Are Fair

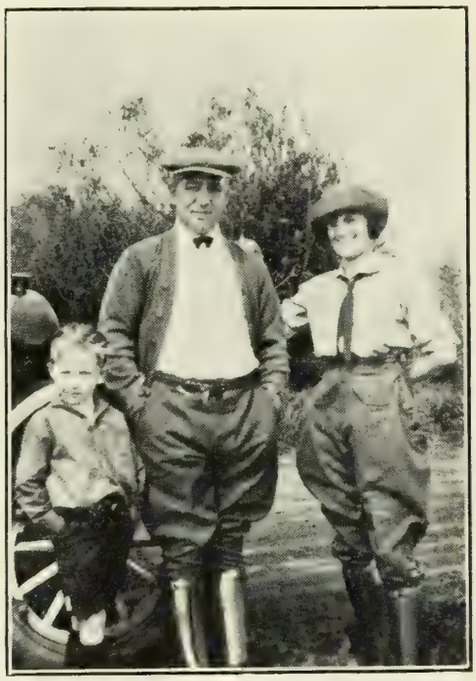
"The crop conditions in the West are fair," says Mr. Thompson. "Speaking of the province of Alberta the crop in the South country is very good but will not show as large a yield as in 1915; the average, perhaps, will run 25 to 30 bushels of wheat to the acre and in some localities around the town of Vulcan, the yield will go as high as 40 bushels.

"In the north country this year the crop is not good as around Wetaskewin between the drought and the hail it is about a total loss. Of course, it's the south country we all look to for the big money as it is nearly all wheat that is grown, and they surely needed a crop this year as it is the first in about five that they have had anything to speak of. In the territory north of Calgary, the farmers go more into mixed farming and do not depend solely on grain.

"In the east, I believe, on the whole the average is O. K. and many of the farmers in that direction are customers of ours and most of them are fairly well satisfied; but as a whole the crop is not as large as it was first figured it would be throughout the province.

Position of Farmers

"The farmers in nearly all sections of the country except the north around Lethbridge are in pretty good condition and manage to take a poor year along with a good one but many of the small farmers or home-steaders have found it a losing game from the start and had, in many cases, to vacate, leaving what little they had for the next one who came along. The exceptionally hard luck that the farmer in the south country had for the past five years has placed a great



F. L. THOMPSON
His wife and "Bobbie" on a motor trip to Edmonton.

many of them in financial difficulties, absolutely through no fault of theirs but through bad crop conditions and the farmer who was giltedge before was forced, under the above conditions, to ask for credit, expecting the next year's crop to clean up his debts. But the next year was not better. The same thing in that section of the country went on for several years and has certainly left a great many of them in bad straits.

Merchants Have Helped

"The merchants have helped them in every way possible and have carried them along, giving them their supplies and placing it on the books with the result that many merchants have had their troubles, they also being expected to meet their drafts occasionally. But this year's crop will help them out wonderfully and even if the money they get has to go to pay their debts, the money will be in circulation and the farmer will have a clean slate.

"This is not the case of all the farmers in the south country by any means, as many of them are very prosperous and have beautiful homes and buildings with every modern convenience. But the majority is what you hear of and they are mostly home steaders who started with nothing and could not stand a crop failure and, at the same time, had to live; so the only way out of it was either to move out or get on some good natured merchant's books.

Not Had A Square Deal

"Then again the farmer has not had a square deal, inasmuch as he was expected to pay the high rate of wages to the farm hand to have his grain threshed, and when he was about to turn his product into cash the price lowered and his profits were all shot. This year our hopes are somewhat shattered, for even though there is a pretty fair crop, the last quotation on our wheat was 75 cents a bushel which is certainly not enough to let the farmer hardly break even.

Wholesalers Helped

"As to the help of the eastern wholesaler to the retailer, I might state that I don't think there is a firm doing business to-day who has not been on the square in his business methods who can say that the wholesaler has not given him every assistance and has, I am sure, been very patient with him in every sense of the word, considering also that they have their liabilities to meet as well as the retailer."

Started 14 Years Ago

Thompson and Flumerfelt started in business as partners fourteen years ago with a capital of $100. Ill-luck was not long in following in their tracks. The first week in business their store was entered by burglars and all of their stock, worth three thousand dollars, was stolen. But the spirit of the west and the men who have made the west is young. Although they owed for every cent of this stock they were undaunted. This was in 1908 when business had begun to pick up and the west was beginning to boom. In a few months, Mr. Thompson says, they had forgotten the loss and had all they could do to wait on their customers.

Regent Tailors, Tip Top Tailors, G. Hawley Walker, Fitzpatrick & O'Connell, Hobberlin's Limited, and Tailor-Craft were among the retail men's and boys' clothing and furnishing exhibitors at the Canadian National Exhibition.

D. A. MacLeod of MacLeod Bros., clothiers of Calgary, Alberta, recently returned from a four months' trip to Great Britain and France. This was Mr. MacLeod's 46th trip across the ocean. He described conditions in England as very bad.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THERE IS SPICE IN THE PRICE

REFINEMENT IS EXPRESSED IN EVERY LINE OF THESE CLOTHES

THE LATEST HEADWEAR IN YOUNG MEN'S STYLE TENDENCY

PYJAMAS AND NIGHT ROBES FOR DISCRIMINATING TASTES

BONNIE PLAIDS IN NECKTIE SILKS

THE NEW COLLAR FOR FALL

NEW IN DESIGN, NEW IN SHAPE, NEW IN FABRIC

YOU HAVE NEVER SEEN A SHIRT JUST LIKE THIS

A GENTLEMAN'S SHIRT TO SELL AT A POPULAR PRICE

SILK SHIRTS OF RELIABLE PROVEN QUALITY

A NEW AND DRESSY MUFFLER FOR FALL AND WINTER

NOVELTY SILK SHIRTS FOR NOBBY DRESSERS

FANCY LEG PATTERNS FOR THE GOLFER

A TIE THAT IS AS GOOD AS IT LOOKS AND LOOKS BEST LONGEST

SOME OF OUR NEW WASHABLE SILK MUFFLERS

THE ARISTOCRAT IN HEADWEAR

NOVELTY STRIPES AND WEAVES IN NECKWEAR

SCHOOL DAYS ARE SUIT DAYS

REINFORCED KNICKERS FOR THE BOYS

A DISTINCTLY SUPERIOR GARMENT BOTH AS TO LINES AND QUALITY

A NEWNESS AND FRESHNESS IN THESE FALL SHIRTS

THE SUPREME NOTE IN TAILORED GARMENTS

THE NEWEST STYLES ARE USUALLY SEEN HERE

CAPS THAT ARE PRACTICAL AS WELL AS NOVEL

ALL WOOL FABRICS WITH DEPENDABLE TAILORING

THE STANDARD OF QUALITY IN UNDERWEAR

SUPERIOR WEARING QUALITIES AND ORIGINAL DESIGNS IN GRENADINE NECKWEAR

THERE IS A DIFFERENCE IN THESE SHIRTS THAT MAKES THEM ATTRACTIVE

VALUE FIRST IS OUR MOTTO

ALL WOOL HOSIERY AT MODERATE PRICES

CLASSY CLOTHES THAT MAKE FRIENDS

COMFORT AND STYLE IN NEW FALL SHIRTS

A Window Display and Its Faults

Reader Asks Our Opinion on a Maritime Window Display—Windows in One District Unsuited to Another District—The Case of a Retailer Who Found Out His Mistake—Secret is in Studying the Community and What it Wants

A READER of Men's Wear Review who was recently traveling through the maritime provinces sent us the description of a window display seen in one of the small centres, and asked us what we thought of this type of window display. The following description shows that it was a general store; here is what was in the window and how it was arranged.

Curry comb next to bread knife.

Violin string saddle next to dairy thermometer.

Paint brush next to towel rack.

Paring knife next to harness snap.

Spring screen door fastener next to fish line.

Umbrellas next to patent window lock.

Door knob next to dressmakers' tracing wheel.

Dry cell batteries next to vinegar barrel tap.

Safety razor next to barn door bolt.

White wash brush next to carpenter's gauge.

Pair of hammock hooks next to whetstone.

Fishing rod next to syrup barrel tap.

Violin strings next to rings for pig's nose.

Mouth organ next to patent soldering outfit.

Carpenter's draw knife next to egg beater.

Silver table spoons next to auto engine gas priming cups.

Saw setter and wood hatchet next to spark plug and battery tester.

Automobile oil can next to can of sani-flush.

Bunch of carpet beaters next men's and women's raincoats.

Set of steel plates for men's shoe heels next can floor paint.

Conglomerate, But—

We need hardly point out that this is a very conglomerate lot of merchandise, but it is not to be wholly condemned on that account. Not by any means. The arrangement, perhaps, is not of the best, for there are some articles, possessing similar uses, which might have better been put together. This retailer keeps a general store in a small place. Those two facts need to be carefully considered by him when arranging his window displays. Merchandising includes the buying, displaying, advertising and selling of goods and the methods employed in one place will not do at all in another; as a matter of fact methods of necessity have to vary even in one city. Artistic or unit displays would be absolutely lost in certain sections of some of our larger cities and would represent an unwise policy and a financial loss to the retailer who employed them. We have in mind a certain retailer whose success is undoubted. He has "made good" in every sense of the word. He started a new store in a growing district, committed to the idea of artistic displays, with elaborate velvet colorings and all the equipment that is used in the bigger stores in the centre of this city. Other stores in this section were filling their windows full of merchandise with only a casual consideration of the artistic. It was a district where a good deal of the men's shopping is done at nights and, with the recreation which men sought at nights, they did not want to spend more time than was absolutely necessary at shopping.

Saw His Mistake

This retailer soon saw his mistake. His windows were admired but they did not sell merchandise. The too elaborate display made men afraid of the prices, and the assortment shown did not convey to them much of an idea of the really large and fine stock which he carried on the inside of the windows. He changed his policy and began to show lots of merchandise in a setting certainly not altogether inartistic but in such a way that it did not scare his prospects. The results were immediate. The windows began to sell merchandise. The kind of window he arranged at first would be a down-town window, appealing to the very well-to-do men of the city rather than to the type of men who lived in his district. It was utterly out of place and altogether unappreciated in his district. His initial mistake caused him to study more closely the community and this study started him along the right path.

Studying the Community

That, after all, is the secret of window display work. Successful merchandising implies the buying, displaying, advertising and selling of goods, and behind all these is the study of the community one serves. Window display requires a study of the community just as much as the buying, advertising and selling. The display manager must be just as alert as the advertising manager or the merchandising manager if he co-operate successfully with the other departments of the organization. He will discover that the down-town window will not do for the new district window or vice versa. He will find that a window display in a city will not do for a small town where the men of all classes of the community are to be appealed to rather than one or two classes of men in the community. He will discover that a "stunt" window will take in one place where it would be altogether wasted in another place. He will find that one kind of appeal through window display would be lost in another place. He will find that rich, artistic settings used to display a mere handful of articles would fail altogether in one district where the merchandise type of window is wanted rather than the artistic. In fine, he will discover that the secret of his work lies in the community and its needs.

We do not say that some leadership should not prevail or that the artistic temperament should not be encouraged. No matter what merchandise or how much is shown, some consideration should be given to the arrangement. Many of the retailers in the smaller centres fail in this very respect; first, because they lack attractive store fronts and, second, because they do not take frequent enough trips away to study window display methods used by larger stores with splendid results. The retailer whose window is described above, it would seem to us, knew his community

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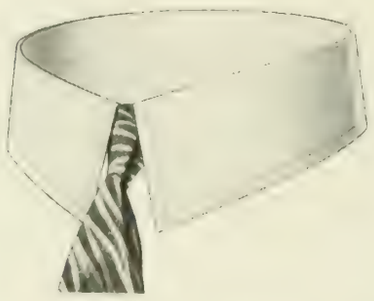
"PAR"



"Par" is the new Arrow Collar for Fall, introduced by Cluett, Peabody & Co. of Canada, Limited. It is a timely introduction, a style toward which men, who like comfort and smartness in dress, have been gravitating for years. From the high band to the low band and from the lock front to the spaced front has been the tendency and here is the result—A medium width band, with deep points not widely spaced at the bottom, and with a half inch space at the top, an opening that conforms perfectly with all the weaves offered in cravats, from the soft foulard to the knitted fabric. It is something of a relief from the prevailing styles and those that have dominated every departure in collar styles for the past decade.

A Spring Forecast in Shirtings

One Shirt Manufacturer Believes Spring Will be a Strong, Plain Season in Ecrus and Pongee Shades—More Attention to be Given to Boys' Shirts—Announcement That Prices Will Not Advance for Spring Buying—Some Imports

ALTHOUGH Spring samples in shirts and collars are not scheduled to go out on the road until some time in October, nevertheless Montreal manufacturers have the Spring situation fairly well sized up insofar as general conditions are concerned.

One shirt manufacturer interviewed by Men's Wear Review this month emphatically endorsed the vogue for plain shades in Spring shirtings for 1923, stating that it will undoubtedly be a big season for tans, ecrus and the pongee shades in general. White shirts in all sorts of fabrics, both figured and plain whites, likewise go over with distinct success, and although this forecast might sound to some extent as though a plain color shirt season was a distinct innovation and a breaking away from all previous styles, nothing of the sort is meant. On the contrary, the usual striped and otherwise figured materials will be in vogue but the real novelties and the choice of the best dressed men, according to the authority, will tend toawrds patternless fabrics in shirts of better workmanship, fit an style, relegating colorful patterns to a secondary place for the time being.

The present season has witnessed a heavy demand for shirts with laundered collars to match and this vogue has led the manufacturers to give more attention to soft collars matching the shirt for next Spring. There are a great many men to whom the uniformity of a matching collar has a strong appeal yet who have been wedded to the soft collar for many years. To this large class the new Spring range of plain colored shirtings made up with soft collar to match will be instantly popular.

Heavy Demand in Shirts

Business has been so good this Fall, right through since the introductory trip of travelers with Fall merchandise that this Montreal factory has been working overtime in order to keep up with deliveries. Placing orders were so satisfactory this Fall, coupled with an exceptionally good sorting season that high hopes are entertained of a similar condition during the coming Spring selling season. Travelers report the fact that stocks are generally fairly light, a condition which indicates that the buying power of the country is radically better than this time last year. Business done with the provinces of Ontario and Quebec is stated to be unusually good and there is no reason why equally good reports should not be recorded from all parts of the Dominion, once the harvest and the miners' strike etc., are things of the past.

To Develop Boys' Furnishing Trade

An interesting development in the trade was brought to the attention of Men's Wear Review this month in regard to the increasing interest taken by the retail trade at large in boys' furnishings and it was pointed out by a Montreal shirt manufacturer that a noticeable increase in demand for better grade shirts for boys has sprung up. This phase of business he attributed to the number of new specialty shops for boys which are springing up all across Canada this year, evidently proof of the fact that there is some profit in boys' trade after all.

"We manufacturers recognize," explained this man, "that the Canadian boy has not been quite as well garbed as his contemporary in the United States who has long enjoyed the reputation of being smartly and serviceably dressed, and we intend to see to it that Canadian-made merchandise for the school boy shall be second to none in future. Shirts, in particular, will be better tailored and made up out of better cloths in both the shirt and blouse lines, and where formerly these goods were sold by neck size only, we intend to manufacture shirts with different sized necks for the same age, so that the anomaly of a small b with a large neck, having to wear an adult size shirt will not happen again."

No Price Changes Indicated

Touching briefly on the question of prices for next season, the comforting reassurance is given that despite the continued upward trend of cotton and yardage goods from the mills, no change will be made insofar as Spring prices are concerned. This is an important announcement when it is considered that all the prices on popular priced cotton materials have been advanced by the mills and a further upward advance is likely in October. Furthermore, the report from the American government statistical department regarding the present season's crop estimates the latter at a low figure and predicts a short crop of poor grade cotton. It is inevitable that an upward trend must occur eventually but insofar as Spring business is concerned, the manufacturers will be content with smaller profit for the time being.

American shirt manufacturers complain that the consumer is not buying as freely as heretofore and are seeking to place the responsibility for a poor season's selling upon the white shirt. The collar-attached shirt style, also, has lengthened the life of the average shirt while the new style webbing collars have had not a little to do with lessening the wear and tear at the neckband that is usually the first place to show signs of wear when a laundered collar is worn. Both these styles have taken such a firm hold upon the popular taste of the American business man that manufacturers feel assured of the continuance of both types for a long time ahead. It is altogether probable that American shirt houses will feature a certain number of novelties next season in an endeavour to stimulate business, but this aspect has fortunately no parallel in Canada as yet, for the plain color and all white shirt has not as yet reached the point where it can be said to dominate demand.

Silk Finished Fabrics Replace Silks

Another Montreal shirt manufacturer commented to Men's Wear Review on the number of silk finished materials that are being made up into shirts for Spring. These fabrics are not really new but are being imported from England in particularly lovely colors in both solid and patterned effects. As they possess a highly mercerized finish and are scarcely to be detected from real silk, and are furthermore priced exactly 50 per cent. less than silk shirts, besides being more durable, this particular brand is selling rapidly. Some very fine English poplins are also shown by this firm, as well as some smart imported cottons featuring a stipple pattern in "end to end" effect combined with a pin stripe in triple effect. Other favored fabrics in demand are striped pongee, Krikle-tex, a cotton fabric with a very fine crepe like surface, and a regular crepe cotton, on which ironing is unnecessary.

This house is featuring the laundered collar to match on the majority of its novelty lines for next Spring, while the soft collar attached will be used exclusively on such lines as khaki and tan shirts, suitable for negligee and military wear.

The price range for Spring issued by this firm shows a variation between $12 a dozen up to $72 with a strong emphasis on the medium priced lines at present.

A WINDOW DISPLAY AND ITS FAULTS

(Continued from previous page)

fairly well, but there appears to be little about the arrangement that is artistic. No doubt, he has enough merchandise in his store to make a better selection for a window display, a display that would not lack the necesary quantity for a merchandise window and, at the same time, not altogether lacking in artistic arrangement.

Regular Conferences Discuss Matters of Vital Concern to Dealers and Manufacturers Alike

System Has Been Adopted by Well-known Hat Firm in the United States With Distinct Advantage to Both—Choose Five Representatives for Five Districts Who Act as Inner Council and Lay All Complaints Before Manufacturers—Discuss Style, Salesmanship and National Advertising

A FEELING sometimes exists between the men's wear dealer and the manufacturer with whom he does a good deal of his business that there is too little understanding on one side or the other of the other's problems. The dealer frequently says of the manufacturer, "He does not understand our difficulties because he does not know them and there are certain things which, if he did know, would make it easier for us to sell his merchandise." The manufacturer, on the other hand, entertains certain opinions which good business prompts him to keep to himself, more or less, with regard to the retailer and his methods of doing business or handling his merchandise. There are very few difficulties in this world that cannot be settled if men will gather round a conference table, air their grievances frankly and without reserve and then earnestly seek a solution of whatever difficulties do exist. It is so in the political arena and it is becoming increasingly so in the commercial and industrial world.

Plan Followed By U. S. Firm

While in Erie, Pa., the other day, the writer was told of a certain well-known hat firm in the United States that has recently adopted this form of conference among its patrons. This firm has accounts all over the United States and they recently met in convention in one of the large cities there. Out of this national convention of dealers a sort of inner council was selected. Representatives were selected to represent five districts of the United States, the districts being divided geographically in such a way that the utmost convenience would be served. These five delegates become the mediums of complaint through which the dealer reaches the manufacturer as often as occasion arises. If any one of a hundred complaints arise such as faulty merchandise, slow delivery, matters with regard to payment of accounts, or what not, one of these five delegates receives the complaint and is ready to present it at the next conference between the five representatives and the manufacturers. The conference of these five men does not interfere with the periodical conference of all dealers from all parts of the United States.

Matters Discussed

Many matters of vital importance to the dealers—and equally to the manufacturer—are taken up at these conferences. The dealer has his own opinions with regard to styles and he is permitted to get first hand knowledge of forthcoming styles. If he has anything to suggest with regard to style he does so and the manufacturer is often benefited by the suggestion because a point has been made that will make the merchandise more saleable over the counter.

Then there is the matter of national advertising, a matter that is very important to the dealer because he wants to link up with it in the best possible way for himself, and the manufacturer is not averse that he should. This is thoroughly gone into by dealers and manufacturers and a policy is decided upon that will be satisfactory to both and which will promote the interests of both to the very farthest point.

The matter of salesmanship, of course, is vital to the dealer and manufacturer alike. The dealer is ever on the lookout for points about his merchandise that will make salesmanship surer and more satisfactory to his customer. At these conferences, the dealer lets it be known to the manufacturer some of the points that will be of benefit to his salesmen when his merchandise reaches his store. In connection with the national conference of all dealers, the manufacturers conducted all the dealers through their factories. Many of them had never before seen how a hat was made and after they had seen the process from the original to the final stage they knew a lot more about hats than they ever knew before and they were much better salesmen than they ever were before.

At these conferences all controversial matters are brought up for discussions and settled in a manner that will be satisfactory to both parties concerned. This constant point of contact between dealer and manufacturer being established, all difficulties finally disappear and the relations between the two are much more cordial. A dealer in Erie told Men's Wear Review that since these conferences had been organized both dealers and manufacturer reported better business because irritating points were cleared up and the opinions of dealers regarding styles, national advertising and salesmanship were proving invaluable to the manufacturers.

Others Could Do It

It is probable that this system will be followed by other dealers and manufacturers in the United States, according to the information gathered by

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Imported Swiss and Italian silks for Christmas neckwear, show a richness of color and pattern. Above are shown a few of the range in the possession of the Canadian Neckwear and Shirt Company of Toronto. They are a heavy twill in the Italian brocaded silk and are shown in six different colorings, rich in hue and harmonious in blending.

Salesmanship is More Than Selling Merchandise: Medium Through Which Success May be Achieved

This is the Underlying Thought Which L. Howard Whittaker in the Efficiency Department of the B. R. Baker Company, of Cleveland, Tries to Impress on Salesmen—The Danger of Always Watching the Other Fellow—Success is Blending of Many Characteristics

THROUGH the efficiency department of the B. R. Baker Company of Cleveland, Ohio, which is in charge of L. Howard Whittaker, the salesmen in this organization are hearing talks on salesmanship that vary somewhat from that type of talk on salesmanship which the mind usually associates with that subject. Usually one thinks of a talk on this subject as outlining the methods of approaching the customer, the description of the merchandise desired, the bearing of the salesman toward the customer, the service which the store seeks to give its clientele, and general points of this character which are involved in the immediate transaction called "selling." But Mr. Whittaker believes there is something behind all these casual points, something that goes deeper into the being, the personality of the salesman. If he were to enunciate one principle on which he works out his courses in salesmanship it would probably be a very simple one, namely, that to make a success of life's work one must like it, one must be contented with it and see in it the opportunity to make good.

Liking the Other Fellow's Job

It is a common weakness of human nature, says Mr. Whittaker, to be led away into dangerous channels of thought by advertisements that appear here and there telling how one may earn $50 or $75 a week in their spare time. Or again, to always be looking at the other fellow, imagining what a great success he has made without stopping to consider that he has probably put in years of preparation and study prior to accepting the responsible position which he now occupies. It is like the man who started out in search of diamonds by first selling his own farm to get enough money to start him on his travels, only to find out after many years of wandering that the diamonds were on his own farm. In other words, Mr. Whittaker tries to impress upon the minds of the salesmen of the Baker organization that the probabilities of success are greatly in favor of the very work they are engaged in, the work they have deliberately chosen. He tells the salesman to achieve success in the work in which they have had the most experience rather than always being on the lookout for something else that will likely—likely—bring better results. If the attention one gives to one's work is always to be divided because one is always watching the success someone else seems to be making in their work, then success will prove to be an elusive thing. A rolling stone will gather no moss, neither will a wandering mind achieve that power of concentration and application which leads to success.

A Fault With Many Courses

It is Mr. Whittaker's feeling that many of the so-called courses in salesmanship are too devoted to one avenue of thought, that is, too much emphasis is placed on one thing as being the fundamental of success as a salesman. For instance, one may claim that memory is the foundation stone of success in salesmanship; another that it is will-power, another that it is a complete knowledge of the merchandise that is being handled; still another that it is personality. He thinks that, by these talks, the impression is created that there is a short cut to success, an easy road; and that when one has exhausted the particular virtue which is lauded as being the essential of successful salesmanship therefore one should be a successful salesman. It so happens that this is not the case, for the perfectly trained memory, the indomitable will-power, the masterful grasp of the knowledge of merchandise, the most pleasing personality—the possession of any one of these does not always make a successful salesman. Memory, courage, will-power, scientific management, personality—it is the happy blending of these that makes for success in salesmanship, rather than the possession of any one of them to a marked degree. It is the blending of these characteristics that gives that necessary poise to the salesman. It develops a personality, pleasing to meet and capable of using that amount of persuasion that is necessary to effect sales from behind the counter. Instead of the salesman believing that the possession of one characteristic is the short cut to success in his chosen line of work, he gets an "ensemble" view of his profession and realizes that salesmanship is more than an achievement acquired by rule of thumb.

Keeps Hammering Away

Mr. Whittaker is not impressed with the fact that a course of lectures on salesmanship is an easy thing to undertake. What he endeavors to do most of all is to get away from "shop talk" and try to engender a real enthusiasm in the hearts of the salesmen for the work they are engaged in from day to day. He tries to develop the philosophy that, as one must work to live, one might as well make an earnest effort to like one's work, realizing that success can only be achieved by giving one's whole energy and attention to the particular work that has been chosen as a life's work. He realizes that it is as hard to make a success out of these lectures as it is hard for salesmen to continually sell merchandise. To dwell on the simple points of salesmanship involved in every transaction would be to say something that, more than likely, would be forgotten after the salesman had gone on the floor again. That is why he tries to keep clear of those points which too many courses are content to deal with, and go deeper into the subject from the psychological point of view. He tries to show that salesmanship is something more than merely getting rid of merchandise; it is the medium through which success in life can be achieved and power and position gained.

REGULAR CONFERENCES

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Men's Wear Review. Why, for instance, could it not be adopted by many of the clothing firms, having accounts from one end of the country to the other, engaging in national advertising, and always intent upon securing new agents for their merchandise? The same thing applies to this country. Not a few of the manufacturers in the clothing or the hat business have accounts from the Atlantic to the Pacific. They do national advertising and they invite agencies in places where they are not already established. Certainly there have been irritating points that have arisen during the last few years, such as cancellations or merchandise returned, which might have been avoided if there were better understanding and appreciation between the dealer and manufacturer. It is certainly to the advantage of the manufacturer that his accounts be satisfied with his merchandise, his styles and his advertising if it be national. Such a conference as we have outlined above seems to us to provide a very useful medium for the adjustment for all difficulties, for the formulation or policies that will be cordially endorsed by the dealers, and for the discussion of all questions that will promote the interests of dealer and manufacturer alike.

A Forecast of Spring Headwear

Changes in Shapes Are Very Few, Though Some Wider Brims Are Being Shown—Greys and Tans and Browns in Demand With Feeling for Light Green Shades—Activity in Novelty Cap Lines —Montreal Season Opened Early

"MUCH better than last year," is the report from a Montreal wholesaler who does a large business in men's headwear of all grades. At the time this information was given early this month, travelers had only been out a week in their respective territories but even then the response was so reassuring that it would seem as though stocks of fall headwear were absolutely depleted in all parts of the country.

Perhaps owing to the arrival of one chilly day early in September it was noticeable that felt hats appeared unusually early in Montreal and were being universally worn long before the traditional "15th." Wholesalers comment that they do not believe there is a straw hat left on the shelves in the majority of retail stores of this city in any case.

A survey of the windows in which hats and caps are shown this month shows the $5 hat by all odds the most popular style, with the preference in color slightly in favor of gray shades. Many scratch felts and velours are featured in the more exclusive shops and browns lead in this instance. Retailers admit that business opened earlier than usual and it is a significant fact that little or no advertising relative to headwear exclusively has appeared in local papers.

Spring Felt Hat Shades Unchanged

Little or no change in spring felts is predicted by Montreal wholesalers who state that samples are very much the same as last year's. There is said to be a feeling for the wider brim felt but as yet the tendency is very limited. As far as colors are concerned the light shades of both grey and brown will continue popular and there is said to be quite a demand for a new greenish color, rather more a greenish gray, but still light enough to be summery. Bands will favor 23 to 25 line width and will be generally in contrast to the body of the hat.

Straw hats are to show stronger emphasis than ever where rough and fancy braids are concerned, it was predicted, the sailor being practically the only wanted style.

Some Wide Brims Shown in Straws

Little change in the width of brim is anticipated but some wider brims are being shown and may prove popular in different sections of Canada. Reports from New York indicate that the narrow brim was by all odds the most widely worn style during the past summer and will again be preferred by the better-dressed consumer in 1923. Fancy braids also are being shown again but are not expected to be as popular as the plainer straws. Quite a flurry was caused during the latter part of the summer by the introduction of light weight felts in place of straws in New York, but this fad is not regarded in a serious light and manufacturers are anticipating the usual demand for straws.

FASHION PARADE OF LIVING MODELS

Ed. Mack, of Ed. Mack, Limited of Toronto, claims the distinction of holding the first fashion parade in Canada of living models to display clothing. On September 14th his handsome clothing emporium 86 Yonge street, was gay with flowers and decorations and with such well chosen surroundings as lent themselves to a unique event in the history of the retail clothing trade of this country. Believing that the men's wear dealer might well take a page out of the book of rich experience of the dealer who caters to the women's trade, he decided that living models could be well and profitably employed in displaying the trend of style for men for Fall and Winter of 1922-23. He, therefore, engaged professional models for the occasion. About twenty-five different models in men's and young men's suits and the same number in overcoats were shown to the hundreds of men who availed themselves of the special invitation Mr. Mack sent out in a neatly arranged card. During the day no sales were made, this being part of the fashion show which he arranged.

To Men's Wear Review, Mr. Mack expressed himself as highly satisfied with the results of his first fashion parade of living models. The weather was all against him—it rained most of the day and was overcast. In spite of this actual count showed that nearly five hundred men attended the parades given during different parts of the day. He said men were interested in the idea and well pleased with it as it gave them an opportunity not only to get a first-hand idea of the trend of fashions but to see how they actually looked when worn.

Mr. Mack stated that he intended to make it a regular event in his merchandising. He is convinced that it is a good way to introduce seasonal clothing and that it appeals to men just as the women's fashion parades appeal to the fair members of the human race.

No change in prices for next spring is announced and this should make for good placing business according to Montreal wholesalers.

Indestructible Felt Hats

There is a marked demand for a new style of indestructible felt hat in felt or tweed which is heavily stitched and tailored to fit and is guaranteed to keep its original appearance even after being thoroughly soaked with rain. Developed in the usual gray or tan shades with a band about 22 line width, these hats are smart and remarkably good value.

Novelties Lead in Cap Styles

The cap business reports a good fall season's selling and a good demand already for spring for high-grade lines in novelty effects. The cap has become a dress accessory de luxe nowadays and can be had in an enormous range of imported materials including Donegal and herringbone tweeds, velours and Lovat mixture soft finished cloths. The weaves in these cloths show some entirely new effects and while the majority of caps for spring are un-lined and have taped seams, some are fully lined with elaborate shirred satin in a brilliant color which makes the caps very attractive. Fancy homespuns in large and pronounced overchecks as well as quieter blendings are also to be made into 8/4 caps showing a circular pattern effect, developed by matching the pattern carefully. Some diagonal weaves in black and white mixtures are considered as smart also.

The popular shape is the 8/4 style but a goodly number of one-piece caps are selling, with plain or pleated backs as desired. The plain back cap goes better in Eastern Canada, according to the maker, who finds it impossible to make any one style popular all over the country; each locality having individual preferences.

Prices on high-grade caps opened at $16.50 up to $24 a dozen for spring and it is said that the favorite retail selling price to-day is a cap at $2.50 or $3, for which price really remarkable values are now obtainable.

HAVE ADDED SHIRTS TO OUTPUT

The Canadian Neckwear & Shirt Company of Toronto have recently increased the size of their plant and are manufacturing the "Yale" shirts. Although they began at the first of the year in a small way, since then additional equipment has been installed and the capacity increased to larger proportions. They make fine shirts of the better grade and specialize on silks and pongees.

New Fabric Used for Raincoats

Two Fabrics Welded Together by Special Process Which is Waterproof Without Rubberized Finish—Scotch Plaid Linings —New Styles in Raincoats Show Advance in Conceptions

THERE is an absolutely new and unique fabric, especially designed for the manufacture of raincoats, which has just been introduced to Canada by a Montreal firm, specializing in raincoats. The history or story of how this cloth came to be available is interesting and proof of the fact that the ingenuity and enterprise of Canadian manufacturers is second to none.

A Montreal manufacturer visited Germany in order to study the type of waterproofed materials used by the better classes of that country and discovered that there was a duplex fabric of an entirely novel character in vogue. He secured a sample of it and took it over to Bradford, England, where it was produced and patented for the Canadian trade. Briefly, the new fabric is a material like a gabardine, but is in reality backed by a fleecy velours, the two fabrics being welded together by a special process which makes the resultant material warm and comfortable for Spring and Fall wear, as well as absolutely waterproof, though without the use of any rubberized finish. The coats which have been developed in the new fabric possess several new features which are typical of the newer styles for 1923, including the use of Scotch plaid linings in three-quarter effect in place of the shoulder yoke effects so long in vogue. Either silks or highly mercerized Egyptian cottons are thus utilized. The new fabric comes in two shades, a dark and light fawn, and the coat itself has been designed especially to be an all purpose top-coat styled correctly for any occasion. Real leather buttons finish the double breasted front, while the raglan sleeve is fitted to give a smooth unwrinkled line from shoulder to waist. A convertible collar and military belt are still other smart touches.

It is a far cry from the olden days when raincoats first made their appearance to alleviate the sufferings of rain soaked mortals, and the first primitive garments were made of crude rubber laid on heavy cloth, cut in one size only which had to fit or not as the case might be. Raincoats originally were only considered fit for wear in the backwoods and city dwellers disdained to don such crude and cumbersome garb. To-day, the raincoat industry has attained such importance that it ranks among the leading manufacturing interests in Canada, the output of which covers every possible want or need of men, women and children.

A survey of coming styles for next Spring in raincoats as well as waterproofed topcoats is of interest as an indication of the rapid advance made by this industry in the matter of style creations. Men's Wear Review was privileged to view some half dozen exclusive new models not as yet shown to the trade, each of which is typical of some new style feature.

There is a utility coat made without seams, except under the arms, there being a regular kimona sleeve effect. This was a single breasted model finished with three real leather buttons, developed in a dull olive tone of soft finished cloth like velours. Large patch pockets completed this model.

Another new coat style has been developed in soft Lovat shades, among which a dull bluish tone is particularly effective. The sleeve is a three piece raglan, cut according to the manner preferred by Englishmen and patch pockets are likewise featured.

A young man's utility coat which smacks of college or varsity style, is developed in assorted mixed tweeds of youthful and smart appearance. This model has an inverted box pleat running down the back and is half belted and fastened by three real leather buttons. This style is recommended for young men between the ages of 17 and 24.

(Continued on page 57)

"THE SEMCO"

This photograph illustrates the latest type of rainproof utility coat made of a new fabric which has a gabardine face and a fleecy velours back, giving unusual warmth for early spring or fall wear. The coat has a smart appearance due to the unusual sleeve treatment which shows a new raglan effect. Real leather buttons finish the double breasted front and the collar is convertible. This model is fully guaranteed in every way by the makers and is to be confined to one retailer in each locality. Two shades of fawn are selected as the colors for this new coat, which may be described as the "last word" in raincoats. Model designed by A. Taylor. Shown by courtesy of Fels Limited, of Montreal.

Opening Displays in Montreal

Quality and Value Are Strongly Stressed by the Display Man—Elaborate Displays Not Indulged in to Any Great Extent—Some of the Leading Displays Described—St. Catherine Street Stores in Attractive Garbs

THERE is one significant feature about the Fall opening displays of Montreal men's wear stores considered as a whole which comes to mind after an inspection of some half a dozen windows. This feature is what might be termed a strict adherence to a fixed policy in display which does not permit of any undue elaboration when it is a case of a special event, and consequently the window shopper continues to be impressed by the quality and value of the merchandise, quite undisturbed by elaborate settings or decorative effects which are often prone to lead the eye astray.

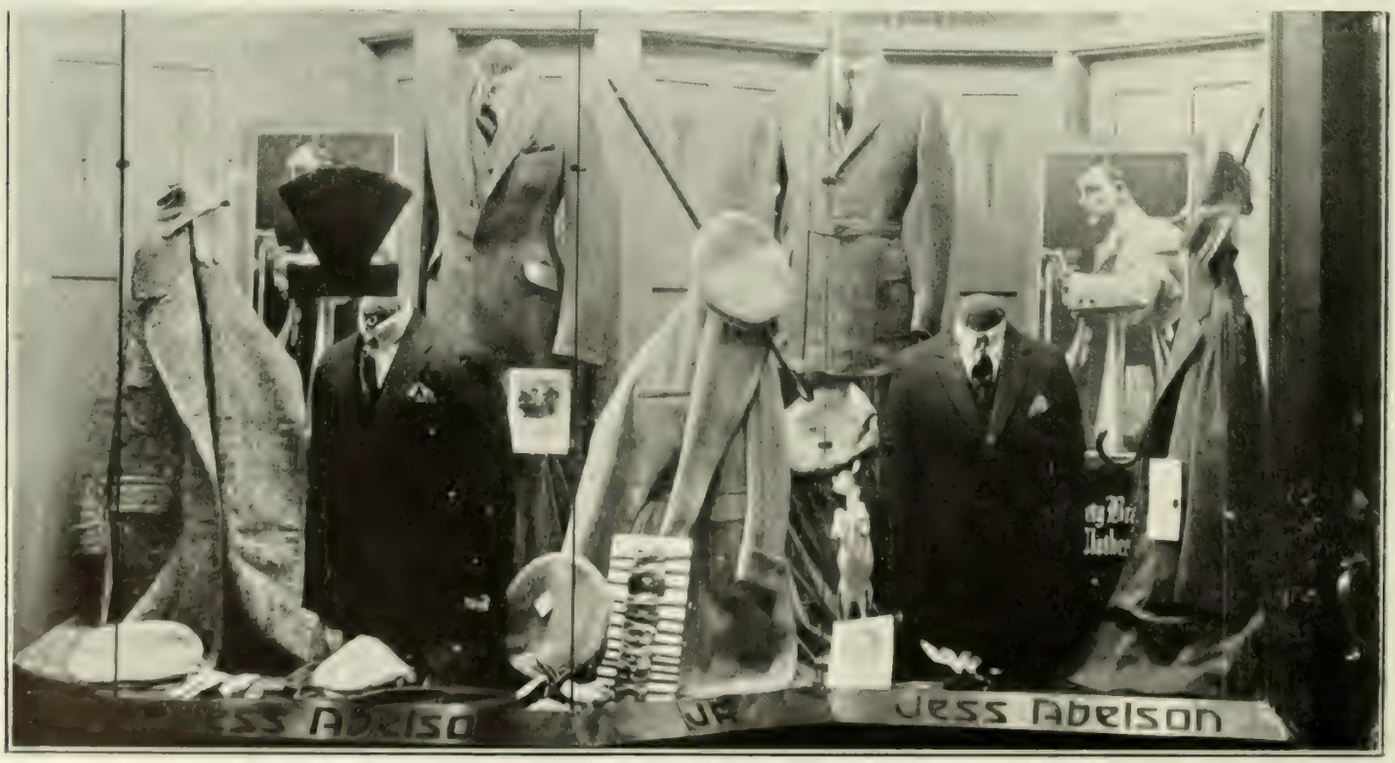
As a matter of fact, retail clothing stores' reputation are mainly built up by their windows. They tell the public all about the business and whatever they say, the public believes the store to be, and so there is nothing at all deserving of criticism in the fact that September displays in Montreal differed very little from those shown at any other season of the year, with the sole exception of the character of the goods. Of course, in one or two cases where a new man had been engaged, the displays showed more care in arrangement than usual as is usually the case with an initial attempt of any kind.

One outstanding display noticed on St. Catherine street was that of J. H. Blumenthal's Sons, whose store has a very long window frontage, the entire length of which has just been redecorated. The color scheme throughout was a warm autumnal shade of tan, a panelled background being inset with monogrammed sections in this color. The merchandise in both the large window and the smaller one was all arranged with a decidedly artistic effect which held the attention closely. All the various garments and accessories were disposed about the window to lead the eye inwards to the centre, in which was placed a show card exactly matching the background which simply announced the words "Fall Opening 1922." The tan shade was repeated in several plush drapes across the floor of the windows on which were scattered sprays and single leaves of reddish gold. One section of the window showed three overcoats turned to face the right, also directing the eye inwards, with one sleeve puffed out slightly to show the lining. One suit form was shown in waist length with trousers draped slightly below, while two gray poplin shirts were shown on stands which were reversed slightly from the upright position so as to emphasize still further the rhythmic effect of the window. A glove form and a sock form were also used in upright position, and three smart pongee silk handkerchiefs were placed near the front of the window, on each side of which a gilded leaf was posed as though it had fluttered down. A four-foot plateau centred this display in order to give the necessary height to the coat form. The displays for the Fall Opening at the Blumenthal store were arranged by C. A. Renaud, display manager.

Tourists' Needs in Knitted Goods

Davids, further up St. Catherine street, featured an interesting display designed to attract the eye of American visitors to Montreal. In one of their large windows three sections were arranged, the first of which featured a very comprehensive range of English pure wool socks posed on varying heights of T stands ranging from very low in front up quite a height at the back. The socks were placed so as to show clearly the printed guarantee "Made in England" on every pair of hose. All varieties were represented both plain and elaborate designs, priced by small tickets from 75 cents to $1.25 a pair. The second unit showed imported English shirts and neckwear, featuring English broad cloth, crepe and wool taffeta. These were also displayed on stands to show the bosom of the shirt effectively. The third unit represented pure wool sweaters in some ten different colors, including sleeveless and pullover effects. In all cases the trade marked name of the maker was shown to prove the origin of the merchandise. All the sweaters were ticketed with the price. Across the top of this window a wide poster lettered in blue

(Continued on next page)



Display of new Fall merchandise by Jesse Abelson, of Ottawa.

A FORECAST ON SPRING CLOTHING

(Continued from page 45)

likely to remain in about the same proportion as for the past two seasons.

Single-breasted models will be the principal style featured and there will be a considerably larger quantity of navy blue serge suits shown either plain or in fine pencil stripes. Pencil stripes are given much prominence in more than one range for spring, 1923, and come in grays, browns, as well as navy blue.

Fancy Worsteds to be Higher

There will be no fancy worsteds to be got at low prices next season, it was said, and buyers who are anxious to secure merchandise at a price will have to forego these fabrics. Quality and durability are to be assured in better grade spring merchandise as never before.

Fancy top coats will feature a variety of style effects such as the introduction of yokes, pockets and various other features to enhance a youthful appearance. Fawn shades will predominate and some plaid backs and velours will be included in the sample range. Raglan effects and English slip-ons in Lovat mixtures will provide the bulk of style effects in more conservative models.

No change is forecast in vests nor is it at all likely that the cuffless trouser will be shown on any suits for spring. All attempts to introduce novelties of this description have been discouraged in the endeavor to provide the maximum amount of value at the lowest possible price.

Plainer Styles for Boys

Boys' clothing will show a marked elimination of fancy effects in most lines for spring, and there will be noticeable a tendency to get back to plain styles resembling those invariably worn by English boys. The plain cut back and front, finished off by a belt and patch pockets, is a style becoming to all boys and in good taste. Rough Donegal tweeds will be employed in many of these suits and all manner of patent reinforcements are offered in the endeavor to make the boy's suit give double service. It is said that a number of additional improvements in the way of reinforcements will be included and at the same time prices will not be increased to any extent.

NEW FABRIC USED FOR RAINCOATS

(Continued from page 55)

A smart "slip-on" was also seen made of very fine herringbone covert cloth, simply finished with a centre seam to give the smooth effect at the back. Many varieties of color mixtures and weaves were offered in this style.

To supply the need for a dignified utility coat for the professional man who desires a garment of distinctly conservative cut and darker color, there has been designed a dark grey covert cloth model which is especially good for stouter figures. The front closes invisibly beneath a fly, no buttons showing, while the back is sufficiently full to impart a good line without undue bulkiness. Flap pockets are appropriate on this model.

In all cases, raincoats and utility coats are now finished with a reinforced back vent which causes the garment to drape nicely and preserves it from crushing. Despite the fact that quotations on raw materials are advancing steadily it is not anticipated that any increase will have to be made on the price of rain or utility coats. If any is made it will be so slight as to be unnoticeable.

OPENING DISPLAYS

(Continued from previous page)

announced, "Tourists' Headquarters," and could be read across the street clearly.

Scotch Woollen Hosiery

Tourists found much of interest in a small but rather unusual display in the R. J. Inglis store on Windsor street close to the Windsor Hotel. This display gave prominence to golf hose for both men and women, of a particularly vivid and colorful pattern in which large plaids and checks were included. The hosiery was displayed upon three drapes of heavy Scotch tweed in smart mixed effects and between each of three drapes was set a squat vase of yellowish brown Majolica ware. A leg form covered with a knicker cuff and golf stocking was placed at the back to show the correct effect of the hose when worn.

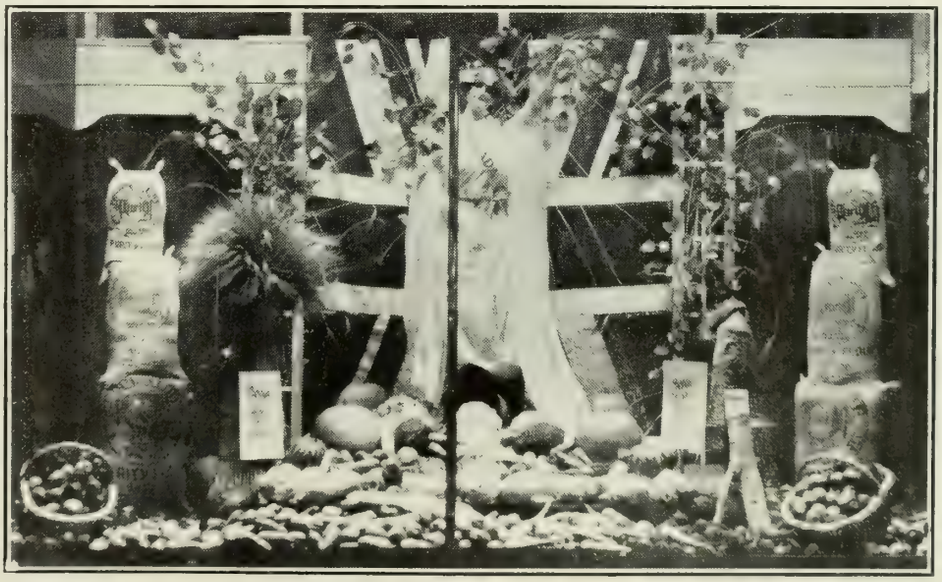
Six Suggestions for Fall Wardrobes

The unit system was also employed by Max Beauvais at his down town store on St. James street, where each of the three windows was again divided into thirds. The larger windows were arranged in a uniform manner throughout, each unit a group of shirts folded together, a collar with tie adjusted, gloves and either cane or umbrella. The same merchandise although of different styles and materials appeared in each of the six units, presenting an effective balance and harmony of arrangement. Drapes of plush covered the floor of each window, while the panelled wood background was left unrelieved. The clothing shown in the right hand window bore price tags, the left window showed no prices whatever. Umbrellas were cleverly displayed half opened from their well fitting silk covers, and were used only where a raincoat was the feature of the unit scheme. Canes accompanied topcoats.

A Harmony in Brown

Goodwins Limited achieved an unusual success with their men's wear Fall Opening display, the setting being entirely of wood tones against a French gray ground. The fixtures were unusual, comprising a Jacobean oaken chest, armchair and small table, together with a quaint bronze lamp to harmonize with the type of furniture used. Four T stands also finished in oak were used to show brown and white striped shirts and brown cut silk neckwear. Across the chair was thrown a brown overcoat, a tan felt hat and a brown and white striped silk muffler in the most natural effect as though the owner were gone elsewhere for a moment, lightweight cane and a pair of gloves were likewise dropped negligently in a corner of th chair. The table centred the display and bore besides the lamp, a tie and collar stand and a brown leather collar case. while the small table upheld a coat form.

All the other needful accessories, hosiery, footwear, a hat, gloves and neckwear were disposed about the window at equal distances, a cane being laid horizontally on the floor of the window in the centre.



A THANKSGIVING SUGGESTION

Above is a window arranged by E. C. Stuart for Nation & Shewan, of Brandon. As will be seen it contains evidences of an abundant harvest and carries a well-executed message of thanksgiving. The figure used was draped in all white voile with a girdle of gold cord, a gold band across the front of the figure with black lettering. A platform was used in stair fashion. Sacks of flour were used on either end and the floor was filled with various vegetables and apples. A large Union Jack, artificial foliage and some wheat made up the background.

Sells More Merchandise Through Efforts of Community Savings and Loan Company

Erie Organization is Capitalized at $100,000 and is the Creation of the Merchants of That Town—Makes it Easy to Buy Articles and be Under No Obligation to Any Dealer—Debts May be Paid and Misfortunes Made Less Burdensome

COMMUNITY efforts of one kind and another are quite the vogue these days. If there is anything to be done for the betterment of the community someone tries to get citizens of all classes together in a concerted effort to achieve this thing on which they have set their hearts. Out of such sentiments, the Rotary and the Kiwanis Clubs have been organized and are doing a wonderful work in this country and in the United States.

Community Savings and Loan Company

The town of Erie, Pa., has a community organization that will be of interest to Canadian dealers to know about. It is called the Community Savings and Loan Company. It is not an organization of mixed classes in the community; it is an organization fostered and operated by the merchants of that town. The president of the company is F. S. Bond, a leading men's wear dealer in that town. It is capitalized at $100,000 and it is under the supervision of the State Banking department. It performs the same service for the average individual that the bank gives to the big business man, a service which the banks do not want to give because the amounts are small and do not come within the scope of their ordinary risks. It provides an easy method for persons of moderate means to secure loans of money in any amount up to $300 at reasonable rates of interest, payable by small weekly savings. Its scope is so broad that if you have a financial problem of any sort a visit to the offices of this organization will show you an easy solution, a solution that brings satisfaction to both the applicant and to the merchants throughout the town of Erie. It helps to eliminate the worry of unpaid accounts, if you happen to have any, and the embarrassment of collectors or weekly or monthly statements is done away with.

Ready Money to be Had

The manner in which the company operates is a very simple one. Suppose you feel that you need and should have some useful article—it may even be classed as a luxury. You naturally may hesitate at the sum involved because it is an outlay of considerable money—more, perhaps, than you have at present and it may be many months before you will have the required amount. You can borrow this money from the Community Savings and Loan Company, under certain regulations that are no means onerous, and the cash is paid to the dealer and you are relieved of a feeling of obligation to anyone. You call at the offices of the company weekly, or semi-monthly as the case may be (regulated according to pay days) and by small savings you have accumulated a sufficient sum in a short time to pay your indebtedness. You have had the use and the pleasure of the article you wanted and have not missed the small deposits that have been made. 2% on the principal and 2% on the total interest each week.

Paying Debts

There is one other service which this company offers that is invaluable to the customer and which takes care of him at a time when "a friend in need is a friend indeed." Suppose, for instance, that a man owes acounts in the town amounting to $300. Suddenly, misfortune overtakes him. Perhaps his wife

Community Savings and Loan Company of Erie, Pa.

$..... Erie, Pa.....19....

For value received, the undersigned, jointly and severally, promise to pay the Community Savings and Loan Company of Erie, Pa., the sum of..... .....Dollars, with interest, under Act of 1915 P. L. 1012 and the supplements and amendments thereto, at the office of the said company, without defalcation, or set off, and.....hereby authorize any attorney of any court of record in Pennsylvania, or elsewhere, to appear therein and confess judgment against..... for said sum, with interest as aforesaid and costs, and ten per cent. attorney's commission if collected by process, waiving inquisition, exemption and stay of execution, and waiving all benefit from any stay, extension, or relief laws.

It is understood that the undersigned shall pay this obligation by repaying the sum of $.....this day lent in.....installments of $.....together with interest.

The undersigned hereby pledge.....as security, for the payment of this obligation, and also for the payment of any other debt or liability of the undersigned to the said company or holder hereof, whether as maker or endorser, surety, guarantor or otherwise, and whether absolute or contingent, or now existing or hereafter incurred, all.....interest in Certificate of Investment, No.....of said company to the amount of $..... subscribed in accordance with its by-laws, together with the following collateral: ....

When this obligation matures or otherwise becomes due and payable as herein set forth, the book value of said certificate may, at the option of the company, be applied as credit thereon.

The undersigned further agree..that..... will deposit with the said company such additional security as said company may from time to time require, and in default thereof this note shall at the option of said company become forthwith due and payable as though it had actually matured; also at the option of the company this note shall become due and payable upon notice to that effect upon default in the payment of any installment payable to said company upon said Certificate of Investment, or upon the breach of any regulation of the company; and upon any such default before the maturity of this note, or in payment of the same at maturity, the maker....hereby authorize....and empower....the said company, its successors or assigns, to sell, assign and deliver the whole of said Certificate of Investment or other collateral security, or any part thereof, or any substitutes therefore, or any additions thereto, either at public or private sale, or upon any exchange or any broker's board, with or without advertisement, and without further notice, for the purpose of paying this note and any interest, or other charges thereon, or any other debt, or liability of the undersigned to said company whether due or not. All costs and expenses incurred by said corporation or any agent thereof, in realizing upon said collateral, and all expenses of sale, shall be chargeable to the maker and may be paid out of the proceeds of sale; and said company, or its assigns, may become the purchaser of said collateral or any part thereof, when sold at public auction or upon any exchange or at any broker's board.

Protest, presentation and notice of dishonor are hereby waived.

Addresses:

..... (SEAL)

..... (SEAL)

..... (SEAL)

..... (SEAL)

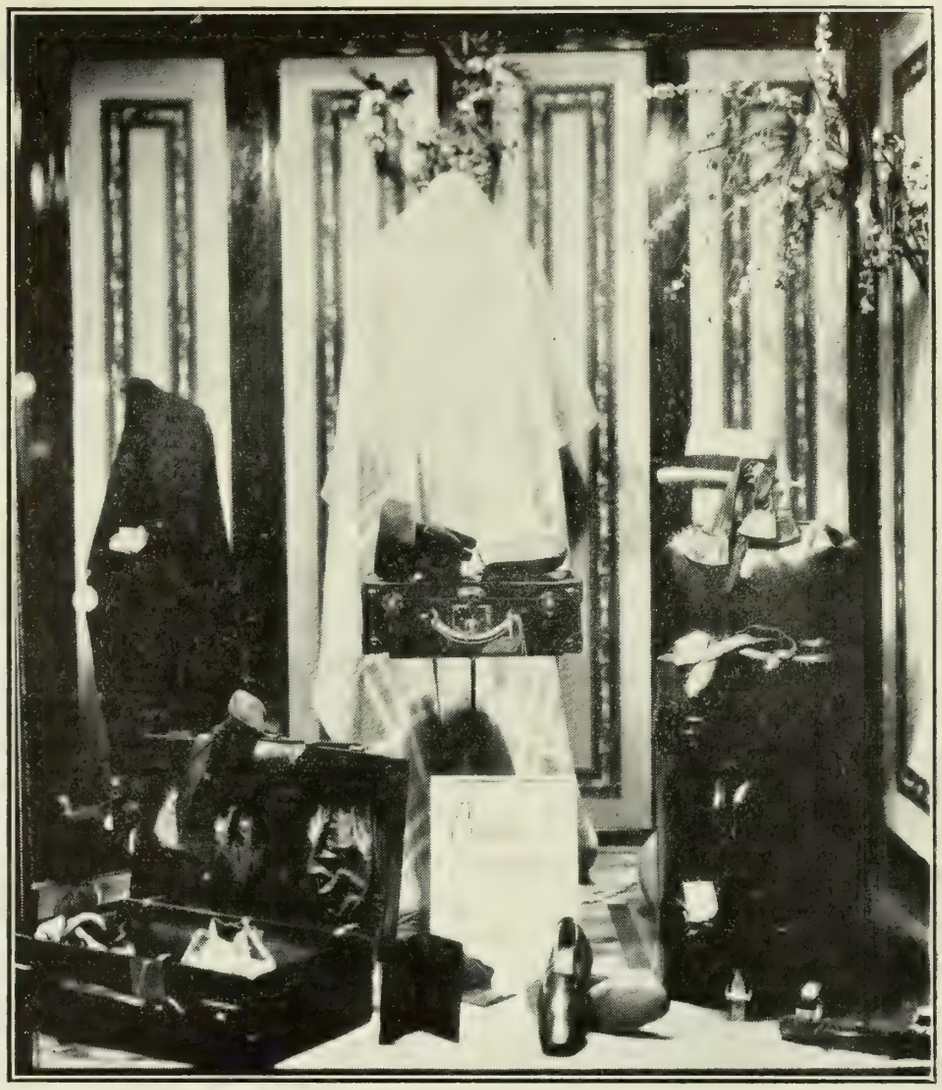
is taken ill, an operation is required, and death knocks at his door. All at once, a very heavy expenditure is incurred, an expenditure which he is totally unable to meet. Not only his debt of $300 but new debts hang over his head and he sees no way of meeting them. Ordinarily, creditors would be staring him in the face every corner he turned and the future would seem very discouraging ahead.

But the town of Erie through its Community Savings and Loan Company has made provision for just such an emergency. The money can be borrowed on the endorsement of the notes by the firms to whom he is indebted. With the endorsation of these notes, the money is handed over and the man goes and pays off all his accounts. In the meantime, his credit which is listed with the Credit Rating Bureau is not affected in any way.

There are other cases of a similar nature that are handled by this company. Suppose, for example, that a man loses his position through no fault of his own —unemployment becomes more or less rife in the community. He is unable to meet payments that are falling due because there is nothing coming in, at least not more than he needs to keep body and soul together. He can borrow from this company to pay his debts and be free of the financial worry that drives many a man to desperation and sometimes worse. It is a known fact that financial worry impairs greatly a man's usefulness to the community and his earning power. This Community System takes much of this strain away. It is a fact mentioned by Mr. Bond in the course of a conversation which Men's Wear Review had with him that during the recent winter when there were many men in Erie out of employment that the Company had borrowed some $47,000 from the banks there to help men who were out of work or who had met with one misfortune or another during the business depression.

The Feeling Behind It.

In discussing the operations of the Company with Men's Wear Review, Mr. Bond pointed out that it made for a much better feeling in the community that would otherwise exist. Citizens felt that merchants were interested in them and their welfare and were anxious to make buying an easy as well as a profitable thing for all concerned. It sold more merchandise because it made buying easy and relieved it of much of the unpleasantness that sometimes creeps up if accounts are not paid on the minute and if misfortune comes, robbing a man of his ability to meet obligations entered into when skies overhead seemed blue enough. It made every consumer feel that the merchant was his friend rather than a mere dealer in merchandise whose sole and only object in being in business was to make a profit at any price.



English leather goods and woolens are smartly presented in this window display featured by Colwell Brothers, of Halifax. During the summer months this firm keeps a continuous display of fine English haberdashery in their windows.

RECEIVES IMPORTANT APPOINTMENT

Announcement is made this month of the appointment of the firm of H. E. Davis & Company of Montreal, manufacturers of the "Storm Resista" brand of raincoats, as sole Canadian and American representatives of a well known British concern who have just introduced a new waterproofing process under the name of "Aquarock" and "Gossamac." This new process, according to Mr. Davis, will make available several fabrics for waterproof purposes that have hitherto been considered as unsuitable for raincoats. The "Gossamac" finish is applied to a garment with a rubberized back, while the "Aquarock" may be applied to some rubberized fabrics but is mainly used to describe cravenetted gabardines and silks.

During his recent trip to England Mr. Davis said he found British textiles improving, woollen materials being particularly difficult to secure. Canadian deliveries, he said, were difficult under four or six months, due to increased British consumption.

This was Mr. Davis' 37th trans-Atlantic trip in 27 years.

H. E. DAVIS
President of H. E. Davis & Co., Montreal.

Conditions in Maritime Provinces

President of Large Retail Firm in New Brunswick Outlines Credit and Industrial Situation—Says Retailers Are Operating on Narrower Gross Profit Margin—Though Conditions Are Trying, Believes They Are Improving With General Trend

THAT business in the Maritime Provinces has gone through some hard times but is begining to show improvement, is the opinion expressed by the president of one of the large retail organizations in New Brunswick to Dry Goods Review. The writer believes that the fisheries industry is beginning to show improvement after the loss of the West Indies and United States markets in 1920 and 1921, but he is unable, as yet, to see any improvement in the lumbering industry. The agricultural well-being of the province of New Brunswick, he says, shows steady improvement. In the course of his letter, the writer has some pertinent things to say with regard to the treatment of merchants and banking institutions in Upper Canada and cautions them to exercise a good deal of patience if they want the eastern market saved to them. The letter follows:

"In reviewing the situation as regards the credit of the Maritime Provinces at the present time, due consideration should be given the various phases of the situation. It should first of all be realized that the methods of conducting business in this part of Canada, have always been of a very conservative nature. The temper of the people is such that speculative enterprises have never flourished here. They are a steady, industrious and honest people and business sentiment is an important factor, which must not be overlooked when transactions with this part of Canada are considered.

"Many of the business institutions are of very old standing and have been passed down even to the third generation. Manufacturing here has never flourished, as compared with Upper Canada, but a certain amount of development in this direction has been somewhat seriously affected of recent years, owing to the loss of the old preferential freight rates at one time granted the Maritime Provinces over the Intercolonial Railway.

Excessive Freight Rates

"At the present time, it is very difficult on account of the excessive freight rates, for manufacturers in this part of Canada to market their commodities with any profit east of Regina, while on the other hand, the people of this part of Canada, purchase very extensively from the industrial and commercial centres of Ontario and Quebec. Ordinarily, these purchases are paid for from the returns of lumber sales abroad.

Improvement in Fisheries

"The fisheries of the coast provinces, have always played a prominent part in the adjustment of credits in these provinces. During the years of 1920 and 1921, fishing, as an industry, suffered very severely owing to a number of causes, but principally due to the loss of the West Indies and United States markets. There is, however, some evidence of improvement this year.

Lumbering Still Bad

"As regards lumbering. The situation shows little or no improvement. There has been evidence of activity from the North Shore and a considerable amount of lumber has been shipped from there, but almost entirely, these shipments are of a forced nature, lumber having been sold from somewhere to 50 or 55% of the original value in many cases, and at the present time, it appears that lumber cannot be produced in this country at a sufficiently low figure to sell in British and European markets, and the banks are not showing any great degree of willingness to support the operators during the coming winter. There is, therefore, little reason to expect any considerable improvement with regard to this industry in the immediate future.

"On the other hand, the crops have been good and the situation so far as the agricultural well-being of the country is concerned, shows steady improvement.

Show Reasonable Consideration

"Merchants and banking institutions in Upper Canada should realize that if this market is to be saved them, they must show reasonable consideration in dealing with purchasers operating in the Maritime Provinces. After having assured themselves of the integrity and solvency of the customers, as well as their character and method of administration, they should then be willing to extend every reasonable credit over the next year, as it is only by means of considerate and judicious leniency on the part of Upper Canadian creditors that many of the eastern merchants can survive the present depression.

"It is not a case of eliminating a number of mushroom houses, as may be the case in other districts, as there was little or no such growth here during the war, and, when taken into consideration, the average volume of retail business in these provinces is probably not more than 55 to 60% of that obtaining during the Summer of 1921, it is not to be wondered that the remittances from this part of the country during this Summer, have been exceedingly light.

Difficulties of Merchants

"The merchants are all confronted with the difficulty of reducing their overhead expense and in realizing a reasonable profit at a time when prices must be reduced to the minimum. They are, however, in many cases, operating on a narrower margin of gross profit than previously and with a very much reduced turn-over. The majority of merchants, however, are seriously grappling with the situation and if every reasonable con-

A corner in the "Royal Store" in Fredericton, N. B., which makes a specialty of unusual sales. Everything for men, except footwear, is carried in stock. The business is managed by J. P. Farrell and the original store has been enlarged three times in thirteen years.

Why Has the "Big Fellow" Succeeded?

Some Thoughts That Might Help the Smaller Man Who is Seeking the Road to Success—The "Big Fellow" Studied His Community, Gave it Leadership in His Line and Gave it Service—Ideas That Developed Big Business Can Also Be Applied to Smaller Business

THERE are many retailers who, when they see in a trade paper some article based on information secured from a big store, immediately assume the mental attitude that this information can be of no use to them. It is about the "big fellows;" therefore, entirely unsuited to himself. He says to himself, "He does business in a very big way; I do it in a small way. He has systems in operation in his store which are absolutely impossible in my store and which would be cumbersome and too expensive. His displays are for the big windows; my windows are small and totally unadapted to such elaborate displays." And he follows this line of argument through a dozen channels, so to speak, only to arrive at the conclusion that the problems of his and the big store are entirely different and, therefore, there is little he can learn by studying the methods of the "big fellow."

They Were All Small

One has but to have a smattering of knowledge to realize how destructive to one's self this kind of argument is. The retail establishments on this continent and in Europe that are now world-renowned all started in as small a way as the smallest man will start in business during the year 1922. Marshall Field's, Lord & Taylor's, Selfridge's, Eaton's,—all world-wide organizations—had their beginnings in a small way. If the founders of these organizations could have looked into the future—into 1922, for instance—they would not have believed, even though they had seen it with their own eyes, what they see. They would have regarded it as an hallucination, an unrealizable dream, an altogether unattainable ideal. From the humble beginnings which marked their first efforts to a world-wide organization, sending its representatives into every foreign port where saleable merchandise might be bought! Impossible! Ridiculous! Foolish dreams! Yet, these organizations stand to-day, monuments to their genius as merchant princes, as business statesmen.

Why Did They Succeed?

Does the retailer who is doing business in a small way ever ask himself why these men, these world-wide organizations, succeeded? The rudiments of their success are simple enough; the vast complications and intricacies of their world-wide business ventures came with the day-by-day study of business conditions, business systems, and the adjustment of their methods and organizations to meet the ever-changing conditions and developments. But the rudiments of their success were simple enough, as simple in 1922 as a quarter, a half, three-quarters or even a century ago.

They made a careful study of the community which they endeavored to serve from the very first. They studied the character of the people, their habits of life, their work, their play. They knew that their daily requirements would be governed by these. And then they laid at their customers' feet, as it were, the things they needed from day to day. And at the same time, they did not overlook their responsibility of leadership. They kept in touch with foreign influences that were bound to have a bearing on the development of fashion, that were part of the march of progress itself. And by bringing these things to the very doors of their clientele, they assumed a position of leadership in the community as vendors of the newest things offered in the various markets of the world. By studying carefully their community and its requirements, by keeping in touch with the outer world that could be brought within the walls of their own establishment, they catered to and finally received the approval of the community. And so they built and grew.

They Also Gave Service

There is one other thing they gave. They gave it as they grew as well as when they were grown up. They gave it in studying their community and its needs; they gave it when they placed on their counters merchandise from all over the world that would be acceptable to their friends. They gave service, with all that that word means. Sometimes in one act of service they lost their profits on the transaction, but they had made a life-long friend whose business meant long years of profit. If a small parcel were left out by carelessness in delivery a special messenger was sent post-haste to deliver it. If a small bottle of pickles were left out of an order consigned to gay picnickers they found out where the picnic was and sent a special messenger to the spot where the picnic was being held with the bottle of pickles. If a customer wanted something very badly on his way to the train they sent a special messenger with it to the train to place it into his hands. They did a thousand and one things that convinced the customer they were anxious to fulfill their obligations as a distributor of merchandise.

Little acts of service, you will say. Yes they were, but they were fraught with mighty consequences. And they were but typical of things they were doing every day inside and outside of the store to prove their service slogan to the public. Now, their establishments are given various names, but the name is just another name for service.

The Road to Success

The road to success in the retail field lies along these two paths—studying one's community, and giving a service that is unfailing. The big store was not always a big store; their methods of to-day are methods that developed as they rapidly travelled along these two pathways. During the days and years, perhaps, of their humble beginnings they studied the methods of the "big fellows" of that period: No idea was too big for them to learn about and to apply to their own business in some way or cherish till the day came when it could be applied. There was also something in what the big fellow did that gave them a cue to a better way to do something they had been doing in another way. They didn't regard the big fellow as a scourge; they knew him to be a leader because he gave a service that the people appreciated—and then they started out to do the same thing.

They had faith in their country. They knew it would some day be a big country with a place for many community leaders in the mercantile field, and they aimed to be one of those leaders. They grew up with the community because they studied its needs and gave it the necessary leadership in their particular line. Their usefulness extended beyond their community because they understood better than many other merchants who should have known what real service meant. They knew their community and their country. They gave service. And they succeeded.

CONDITIONS IN MARITIME

(Continued from previous page)

sideration is shown by the suppliers of Upper Canada, little doubt as to the ultimate ability of the people of these provinces to meet their liabilities, need be feared.

"The resources of the provinces remain the same; the temper of the people is all that can be desired under most trying conditions, and there is no doubt but with the gradual improvement in conditions generally, there will be a satisfactory revival of trade and the industries of these provinces."

Retailers to Place More Than Half Their Orders for Spring Merchandise in the U. S.

This Was the General Opinion Expressed at the Convention of National Clothiers Held in New York—Methods and Appropriations of Advertising Discussed—The Use of Competitive Prices Condemned—Promoting the Style Idea

THE National Association of Retail Clothiers of the United States held their annual convention in New York during the week of September 11th, in conjunction with a style show put on by the clothing and furnishing manufacturers of that country. It is estimated that more than 4,000 retailers from outside points were in attendance. One main object which the convention had in view from the very start was the improvement of trade conditions the country over. It was hoped by an exchange of ideas and by getting a better grasp of business methods as outlined by prominent speakers at the convention to put a new impetus into trade generally now that "the corner has been turned," as a number of the speakers expressed themselves. This convention was the biggest ever attempted by the National Clothiers and the style feature of it was a big drawing card to retailers from widely separated areas. It is the hope by mutual arrangement to make this combined effort of retailers and manufacturers an annual event. New York manufacturers were very much in earnest regarding this feature of it because they were anxious to show retailers what their city means to them as a men's wear market.

Fashion Promenade

An interesting feature of the convention was the Fashion Promenade which was arranged by Alexander Leftwitch, stage manager for Daniel Frohman. It showed the evolution of men's and women's dress from the year 1430 down to the present time. More than eighty of these models were shown on men and women, some of them actors and actresses. In this evolution of style, satin and silver brocade were shown, hoop skirts and tall hats, moleskin trousers and the knee breeches. There was also the blue coat, white vest and white hat of the continentals and the shapeless garments of the period of Abraham Lincoln. Coming down to the present period, the very latest was shown in men's, young men's and boys' clothing in suits and overcoats, and in furnishings. This show was staged on a walk that bridged the booths on the floor of Madison Garden. At each end of the walk were two lions and the bridge was lined with purple cord to prevent any of the models walking into the crowd below, and on each post supporting it was a basket of artificial flowers on which lights played. In the centre was a high fountain. The stage curtain was of soft grey silk on which spotlights were shown.

Gathered from the important clothing and furnishings centres of the United States, manufacturers came to show their newest to the retail trade. Clothing, headwear, neckwear, shirts, underwear, nightwear and sports' wear were all shown in profusion. Retailers took a keen interest in this feature of the convention week and were to be found in large numbers during the hours when this exhibition was open to them. The comment of one shirt manufacturer on this feature was very much to the point as illustrating what was, more or less, the general feeling of all. "Shirt men are constantly pursued by the bug-a-boo that someone will steal their ideas," said one manufacturer of shirts. "Let them steal all they want in my idea. The more manufacturers turning out a given class of goods, the more of these goods the buyer sees and the more the demand is stimulated. Of course, the originator of an idea always skims the cream of the trade and the best the imitator can hope for is the tail-end of the business at lower prices than the original novelty sells for."

The direct results of the exhibit by manufacturers was much the same as in Toronto. While not a great deal of business was done on the spot, new friends were made, manufacturers got a chance to get into personal touch with men whose faces were altogether new to them, and the way was opened for new business in new quarters. Manufacturers were so satisfied that they worked strongly for inaugurating this feature as an annual event.

Spring Buying

One of the first questions that came up for discussion was with regard to spring buying. The feeling of the convention was practically outlined by Julius Morse, who presided at the session at which this question was discussed.

"I believe that the time has come when every retailer should buy conservatively, not only for spring but for every season," said this retailer. "I believe we are coming to the conclusion that the only way we can make money is through increasing our turnover. Personally, I have not been frightened into buying on account of the merchandise advance. I believe in having as wide a selection of stock on hand as possible, in order that we may please our trade. Competition requires that. If we are to have a business we cannot disappoint our customers when they come in. I will say frankly that for my spring buying I will buy as conservatively as I can in order to have a wide selection. There are certain things, in my opinion, that we must buy early, among them men's ties. I believe we should consider the manufacturer to a certain extent and place what orders we can as early as possible in order to give them a chance to manufacture their goods. It has been said that we should wait and buy our goods late. If we do not want to buy everything early there are certain things we must have, and I think the earlier we place our orders the better. My idea is conservative buying, quick turnover, but to open the season with a varied selection." The above opinion virtually summed up the points made by others.

The general feeling was that the retailer would buy between 60 and 75 per cent. of his spring requirements early and would adopt a "fill in" policy for the rest of his merchandise. While a conservative policy was urged, the point was made that the retailer should have a sufficient variety in order that sales would not be lost.

Competitive Prices

The matter of the use of competitive prices was touched upon it was submitted that, in using them, retailers were very often misleading the consumer into believing that lower prices were coming instead of their being an upward turn. Such methods of advertising, it was held, hurts the retailer and does not reflect the general trend in trade but only the efforts of competing merchants to increase the volume of sales in their respective stores.

As to the price outlook, the opinion seemed to be that the immediate future would see an upward trend in prices, but that, looking ahead for a number of years, the steady tendency would be toward a very gradual decline.

Trade-Up Idea

Mr. Morse, in an address touching on better methods of developing business during the coming months, strongly stressed the style idea.

"Retailers should take a leaf out of the books of those who sell to women," said Mr. Morse. "Women look for style and the precisely right thing, and don't quibble about a dollar or two one way or the other. We must make this appeal to men.

"It has been our desire recently to see how cheaply we could sell desirable goods. But we must now begin to think about our profits again, and the only way to increase profits is to keep a well

selected line of up-to-date merchandise, and sell it on the old, well-established principle of satisfying the customer, and at the same time convincing him that he should pay a fair price for a better article.

"Values, I am sure, will not drop for at least three of four years, and the only losses anyone will have to take will be those incidental to changes in style or unwise selection."

Methods of Advertising

The proportionate amounts of the advertising appropriation that the retail clothiers should devote to clothing and furnishings was the principal subject of discussion at the conference on advertising under the direction of I. J. Robinson, director of the advertising department of the National Association of Retail Clothiers.

Walter Stein, merchandising expert of the Eagle Shirt Co., of Philadelphia, led the discussion. It was Mr. Stein's contention that retailers should apportion their advertising appropriation to these departments in proportion to the volume of sales done in each department. For instance, if the total volume of sales is divided equally between furnishings and clothing, the advertising appropriation also should be equally divided, Mr. Stein contended.

Louis F. Kahn, of the Quality Shop, Baltimore, took issue with Mr. Stein upon this subject, as far as the actual cash advertising appropriation was concerned. Mr. Kahn contended that furnishings require more window display space and a better position in the store than clothing, and are also purchased more as a matter of convenience than clothing and that therefore to give the furnishings department a share of the advertising appropriation based upon its comparative volume of sales would be to overbalance the department.

Defining Ad Expenditures

It was agreed by both Mr. Kahn and Mr. Stein, however, that everything costing money that gives publicity to merchandise after it is brought into the retail store, such as greater window display space, choice locations in the store, and similar items, should also be charged to advertising, so that with this definition accepted, it was agreed that both furnishings and clothing should receive equal shares of the advertising appropriation in proportion to their comparative parts of the total volume of sales.

Morning vs. Evening Papers

Mr. Stein admitted that furnishing goods manufacturers have been lax in this respect but are now going after business more aggressively and are planning a number of ways to co-operate with the retailer.

Mr. Brewster also propounded a question to Mr. Stein as to whether the morning or evening newspaper should be used by the retailer. He cited conditions in the same town, where the evening paper has the larger circulation and its rates are 50 per cent. higher. Both papers have out-of-town distribution, which is largely duplicated.

Mr. Stein said that he would advocate the evening paper, on the ground that it has a longer reading period. In answer to a question from Mr. Brewster he said that if he were to use the morning paper he would pay a premium for page two (which is asked in this specific case) and would rather use a double six or page two than a quarter page on the inside of the paper.

Direct by mail advertising was another subject that was considered, the opinion of several clothiers seeming to be that men do not read newspaper advertising carefully. Mr. Stein said that there seemed to be a genuine movement on the part of retailers to accept direct by mail advertising as a part of the general program. He advocated a specific use of direct by mail, however, such as sending out samples of shirting so that men will come into the store after specific items. If they do not buy as a result of such letters, the general purpose of direct by mail advertising is accomplished anyway, he pointed out, and if they do, a direct gain has been made.

Leon Baer, of Baer Bros. & Prodie, Chicago, whose firm has built up a large business almost exclusively by direct by mail advertising, said that 75 per cent. of their advertising appropriation is spent for this work. The first has large windows, dresses them often, and has a mailing list of 20,000 names to which four pieces of literature are sent annually, he said.

Mr. Baer was inclined to credit the firm's guarantee policy, however, for part of the store's success.

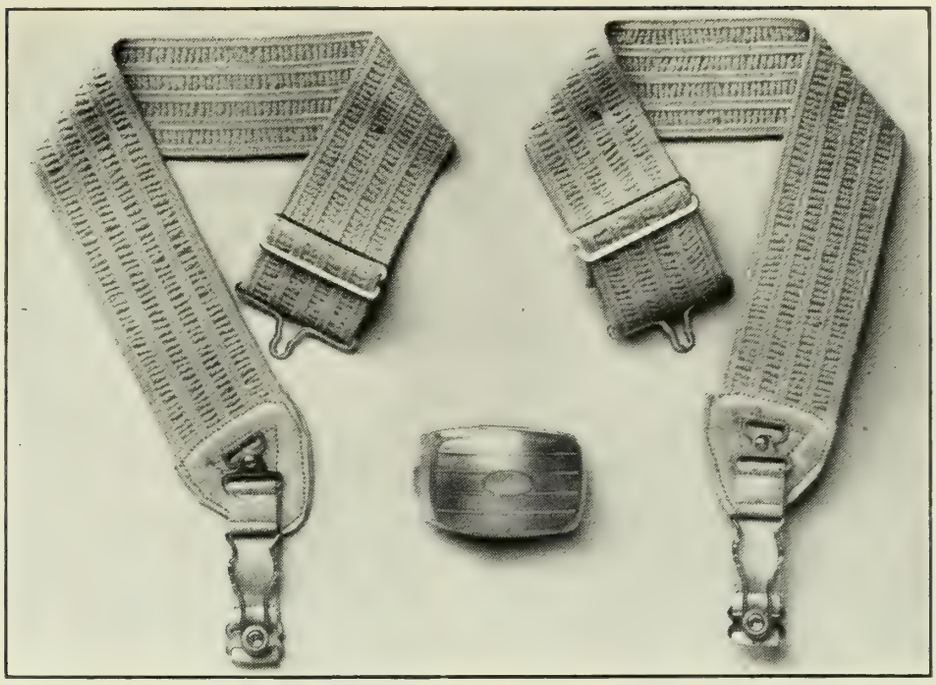
Get Together and Entertainment

Two of the outstanding features of the convention were the "Get-together" idea, behind which there was actual organized effort; and the entertainment of the visiting retailers from all over the country. On Monday night—the night the convention opened—a "Get acquainted" reception was held under the auspices of the National Association, to retailers, manufacturers, whether visiting or local. This promoted a spirit of good feeling amongst all who were in attendance and it was realized that this feeling, carried all through the convention week, was a factor to be reckoned with in national merchandising.

Every evening saw some entertainment for the retailers arranged either by some section of the retail trade or some of the manufacturers. Visits were paid to leading retail establishments, theatre parties were held and a general good time indulged in by all.

One of the beneficial side features of the convention was an arrangement whereby visiting retailers could consult with well known authorities in merchandising methods who were in attendance at the convention for this very purpose.

A. Beck of Ridgetown has purchased a store from J. B. Little of that town and intends to start in the clothing business.



Above are illustrated two new articles of the Jones and Robinson Marathon Flexyde Products, Brockville, Ontario. The Buckle is called the "Fifteen Finger" buckle which has fifteen distinct grips which, combined, make a grip that it is impossible to slip through. It also lies absolutely flat on the strap, no part of the buckle projecting. The face of the buckle is jewelry finished, engine turned.

The "Eitherway" wide-webb garters shown have an advantage of being adjusted to either leg, the swivel attachment accounting for a perfect fit no matter what the size or the shape of the leg.

Cashing in on an Opportunity

E. R. Fisher, of Ottawa, in Early August Display of Fall Models Draws Attention to His Windows by Using a Barracuda—Used in Connection With Item of Local Interest—May Spend More in Advertising After Experiment

CAPITALIZATION of an opportunity is what drew thousands of people to the display windows of E. R. Fisher's gents' furnishing establishment on Sparks Street, Ottawa, recently. Few objects of curiosity had aroused as much interest locally as the fine specimen of man-devouring fish known as the barracuda, which Mr. Fisher placed in one of his windows for a week. The barracuda on display was one of the many of Mr. Fisher's prized specimens of sea fish which he caught in Florida waters more than two years ago when on a holiday trip at Miami, and which may be seen mounted in his store.

Tiger of the Seas

A short time ago Mr. Fisher learned that a barracuda, which is also called the tiger of the seas, because of its ferocity and man-attacking propensities, had killed a young lady swimmer off the Florida coast. As the incident had received local newspaper publicity, it immediately occurred to Mr. Fisher to place his specimen in the window. A representative of a local newspaper saw the fish in the window and wrote a breezy story about it the same day. As a result, thousands of people made it their business to visit the store and give the curiosity the once over.

The window contained, besides the fish, a showing of fall suitings.

The Ottawa representative of Men's Wear Review called on Mr. Fisher, at the end of the week. "What have the results of this experiment netted you in actual sales?" was the first question shot at Mr. Fisher.

Absolutely Nothing—But

"Absolutely nothing," was the answer. "But hold on a minute. Consider what the results are likely to be in the near future. Remember that the window contained fall suitings, for which there is absolutely no demand at present. Thousands of men, who in a month from now are going to order their fall suits, were drawn to that window and practically compelled to take notice of the garments on display. What percentage of them will come to Fisher's for their suits is a long guess, but I think it is safe to say that quite a few will call on us as a result of having been attracted to the window by the fish."

"What value do you place on your windows?" was the next question.

Best Advertising Medium

"I consider that my windows are the greatest advertising medium there is. If you were to hand me $10,000 and ask me to spend it in other forms of advertising and ignore my windows entirely, I would prefer to do without the other forms of advertising and concentrate on my windows. But remember, I consider that newspaper advertising in conjunction with window displays are a mighty strong sales combination."

Mr. Fisher informed Men's Wear Review that he placed so much confidence in advertising of various kinds that he was planning this fall to considerably increase his appropriation for that purpose.

Will Experiment

"We have always spent under five per cent of our gross turnover on advertising," said Mr. Fisher. "But I am beginning to believe that it will pay us to spend more in the future. The peculiar thing about it is that if we increase our appropriation for advertising purposes and it results in a further gross turnover of, say $50,000, we will still be spending less than five per cent. Just how far that can be carried out is a question, but we are going to experiment and find out."

Mr. Fisher stated that in his opinion the average merchant did not use his window to the advantage that he might. "We spend a lot of time and thought on our windows, because we know that we will be amply repaid for the effort. If you will take notice you will observe that the average merchant in Ottawa and other places literally throws his stuff

(Continued on next page)

So far as we know this is the first Fall display shown by any Canadian retailer. It was shown the middle of August and there was a special reason for it, the reason being given in the accompanying article. It is the window of E. R. Fisher, of Ottawa.

To be a Good Salesman Remember That—

THE MERE selling of what you want to sell is a certain form of cleverness but real, genuine, trade-building salesmanship is the art of creating desire and decision on the things that you believe will develop the greatest amount of service and satisfaction to the man you are selling.

Courtesy is the good appearance of personality—invest in it.

Keep your grievances and annoyances to yourself. Remember to keep interested in your customer, help him forget his worries and annoyances.

The smile is one of the greatest helps a salesman can adopt.

If you are moderate and conservative in your statements you will win your customer's confidence more quickly than by exaggeration.

Study your dictionary for the meaning of words which you do not understand. Makes notes of good words that you think you can profitably use.

Learn to overcome nervousness. Nervousness is nothing more than mental fear. You must be easy in mind or you cannot expect your customer to be easy in mind and upon his mental condition depends the success of your sale.

Impress your customer that you have confidence in yourself and in your firm and in your merchandise.

Preserve your health, maintain good appearance. Cultivate good language, develop the mind and the will power and you will have achieved personality, and personality is the power force in salesmanship.

A note-book comes in handy to jot down particulars about various types of customers with whom you come in contact. By knowing something about each man's business, his ideas, his hobbies, it is easy to meet him on his own ground.

Train your memory to remember names. Takes notes if necessary. Keep a book in which you make a record of every man you sell. Make a note of his name, his occupation, his taste, his size and any other information about him that you may gather. Constant practice in recalling names, paying attention, spelling the name over to yourself will sharpen up your memory in no time.

Whenever a salesman falls into the error of arguing with a customer he loses progress.

The salesman should never cease developing and arranging his sales talk. He should know exactly what he is going to say to certain customers under certain circumstances.

You are doing a man the finest kind of a service and will gratify his satisfaction every time you let him discover that a better quality than he has been used to buying will serve him better.

You should serve the customer so well that he will never stop feeling glad that he came to the store and to you—long after he has made the purchase.

Eagerness, cheerfulness, courtesy in the approach are the primary influences in making a customer warm up to you.

The salesman's speech attracts favorable attention when it is courteous and suited to the customer—familiar and especially friendly with some and dignified with others according to the type, age and social standing.

Emphasize the strong and vital features about the merchandise that will offset objections and make these so attractive and emphatic that the objections which he may have in his mind will seem trivial and of such slight consideration that he will either be disinclined to mention them or put little stress upon them.

Always remember what point has impressed the customer most so that when you finally close you can have an added point to bury in his mind—a point which will help hold his satisfaction in what you have sold him—a point he will pass along to those who admire his new clothes appearance.

You must impress confidence in the values you have shown. Without directly referring to competitor's lines, immediately point out special service or style features which are exclusive with your line or at least carry the impressoin that these are the things to seek wherever he may go.

When your customer hesitates you may be pretty sure that he is in doubt and is really looking for help in his decision, although he does not think so. That is your psychological time to put in your closing effort.

It has been estimated that almost half of the money spent for apparel is spent by men and women between the ages of 18 to 25. That is why it is so important to play up the young man's trade and of such vital advantage to establish a personal following with this class of trade for the future.

Good taste in dress is never characterized by a display of gawdy or lavish color. Simplicity is always best. The man who wishes to be well dressed should keep in mind and select the different articles of his apparel with a view to harmony and simplicity of color (that is, few colors).

(Excerpts from the Kuppenheimer Course in Retail clothing Salesmanship).

CASHING IN ON AN OPPORTUNITY

(Continued from previous page)

into the window. A few clothing merchants use old out-of-date bust forms to hang their suits on, and think they can get away with it; but I believe that the average man on the street is observant enough to notice those things. And for that reason it behooves all to exercise the greatest of care in dressing their windows."

The Barracuda owned by Mr. Fisher is a medium sized specimen and is beautifully marked. The lower part of the body is bluish-grey in color, while the upper part near the back, is bottle green with a sort of serrated or fresco running the whole length of the body. The head of the Barracuda resembles that of the shark. The jaws are armed with formidable looking rows of sharp-pointed teeth, which have the appearance of vaccine points. The Barracuda is known to have snapped off the leg of a swimmer at one bite. It attacks with greater swiftness than the shark, and is also a much more wary fish.

Mr. Fisher caught the Barracuda, on display in his store window, 27 miles off the east coast of Florida, almost opposite Miami, Fla., on February 1, 1920. He was trolling at the time and had about 200 feet of heavy corded line with a nine foot piano wire leader tipped off with a stout fish-hook. It took Mr. Fisher about 15 minutes to land the Barracuda. It was but one of many Barracudas which he caught during his sojourn at Miami. Fishermen off the Florida coast regard the Barracuda as a "devil of the deep," and use extraordinary precautions in landing him.

Earl Mulholland of Picton is starting in the clothing and furnishing business for himself in that town.

The entire assets of the English & Scotch Woollen Company, estimated to be worth $600,000, have been taken over by Eugene Panneton, president and general manager of the Debenture Savings Company, Limited, Victoria Square, Montreal. Mr. Panneton intends to continue the business and is applying for a Dominion charter.

The Art of Showcard Writing

Methods Used in Composing the Letter—One Dozen "Dont's" for the Showcard Writer—A Popular Alphabet for Window Posters—How To Mix Colors For Posters And Cotton Signs

By JALEXO

"EVERY man," said Imlac, "may by examining his own mind, guess what passes in the minds of others." In common with that belief, Jalexo has tried to analyse the minds of his showcard students to discover just what kind of instruction and information would be most helpful at this period in the course. Out of these imaginings, your instructor has chosen to talk on a theme which affects every cardwriter, without a single exception—how to compose the message.

How to Compose the Message

For the sake of illustration, let us suppose that the show window contains as part of its contents, one or two sweaters. The sweaters shown we will say are in plain gray and maroon—two popular shades. The merchant has chosen but two of the many colors which are obtainable in these sweaters. The other colors of course (from lack of window space) are either on display inside the store or perhaps remain in their boxes, obscured from view. According to the writer's observation, the average window of this sort will show the two sweaters ticketed with a price, and the price only. The passerby sees the two colors. The chances are that the limited color range suggested by the gray and maroon have prejudiced him against further inquiry since his favorite color is sand, navy or any one of a dozen attractive shades. The window cannot conveniently hold more than two sweaters in conjunction with the other articles, neither is it necessary to display more than two. One sweater for that matter, might easily suffice. But, coming to the point, the message best suited to the sweater display ought to contain more information than a mere price-mark. This does not necessitate a larger card. A card 4 x 6 inches could be lettered with a telling message after this order: "New Fall Sweaters of All-Wool Yarns. Size 32 to 46. 6 Colors—Sand, Navy Blue, Dark Green, Gray, Maroon and White. $4.75." In neat, compact fashion, the message goes across. It tells the public something which might otherwise go unasked should the onlookers hesitate, upon entering the store. This sweater example applies to every line of merchandise. It requires no literary ability to speak of. It does require some thought in preparation. The cardwriter should ask himself pertinent questions regarding the goods and endeavor to describe them in as few words as the subject will bear, yet at the same time omit nothing of importance. Too often the showcard appears in the window void of instruction. Too often it contains some general phrase which lacks a real meaning. Too often the window card misses its aim in being too flat for want of some potent description. The window card has been selected for example in this connection, since it is of most importance in the eyes of the merchant. It is the card which speaks (or which ought to speak) of some fact or facts not perfectly obvious in the goods. In other words it is the little salesman working for you in the window, and busy every minute of his stay there. Isn't it only reasonable to suppose that this little salesman will work more intelligently and more convincingly if furnished with an adequate knowledge of the goods?

A Dozen "Don'ts" For the Showcard Writer

Another point which occurred to Jalexo as being worthy of mention, is a series of "Don'ts" for the showcard writer. A few, epigrammatic sentences of the negative variety seldom fail of appreciation, even if some act only as reminders to the student.

No. 1.—Don't become discouraged at your seeming failure to execute work of the quality termed "expert." Every student can become proficient if he wills it with energy and persistency.

No. 2.—Don't postpone practice for days at a time. An eminent pianist once remarked that if he quits his piano for three days, the public notices a difference in his playing; if for two days, his friends notice a difference; if for one day, he himself notices a difference. This simile enjoins the showcard writer to work at the job steadily to secure quickest and most desirable results.

No. 3.—Don't skim hurriedly over a lesson. Put the examples into practice at the earliest opportunity.

No. 4.—Don't adhere slavishly to any single alphabet, unless of course the policy of the store demands it. Excellent results come from a wise combination of two or three different forms of allied characters.

No. 5.—Don't affect a color treatment in lettering that calls for more than two or three different shades on the one card. The student is advised to make use of but two colors on white cards. For example, red and black, as most commonly seen on "special value" occasions. A certain high-class store insists upon plain black lettering on white card and obtains very commendable effects.

No. 6.—Don't make an attempt at fancy work until you have sound ideas on display and color harmony. The fancy card loses its fascination as the showcard writer becomes better acquainted with the numberless fads and fancies.

No. 7.—Don't clutter the showcard with words irrelevant to the subject. Refrain from statements other than are necessary to actually describe the goods. The name of a sale, a seasonable, public event or other pertinent rejoinder is allowable on the card. For example, "New Suits For Thanksgiving Day," in short, try to get news value into your message.

No. 8.—Don't placard the window with more than its share of cards. Where many cards are necessary, try to have them in sizes which deliver their message and at the same time permit a proper display of the goods.

No. 9.—Don't use italic lettering exclusively. Italic is not so readable as upright or Roman and should be used with discretion.

No. 10.—Don't use every available inch of the card for the message. A border from 1½ to 2 inches should be apportioned to cards about 11 x 6 inches, and a corresponding border for other sizes.

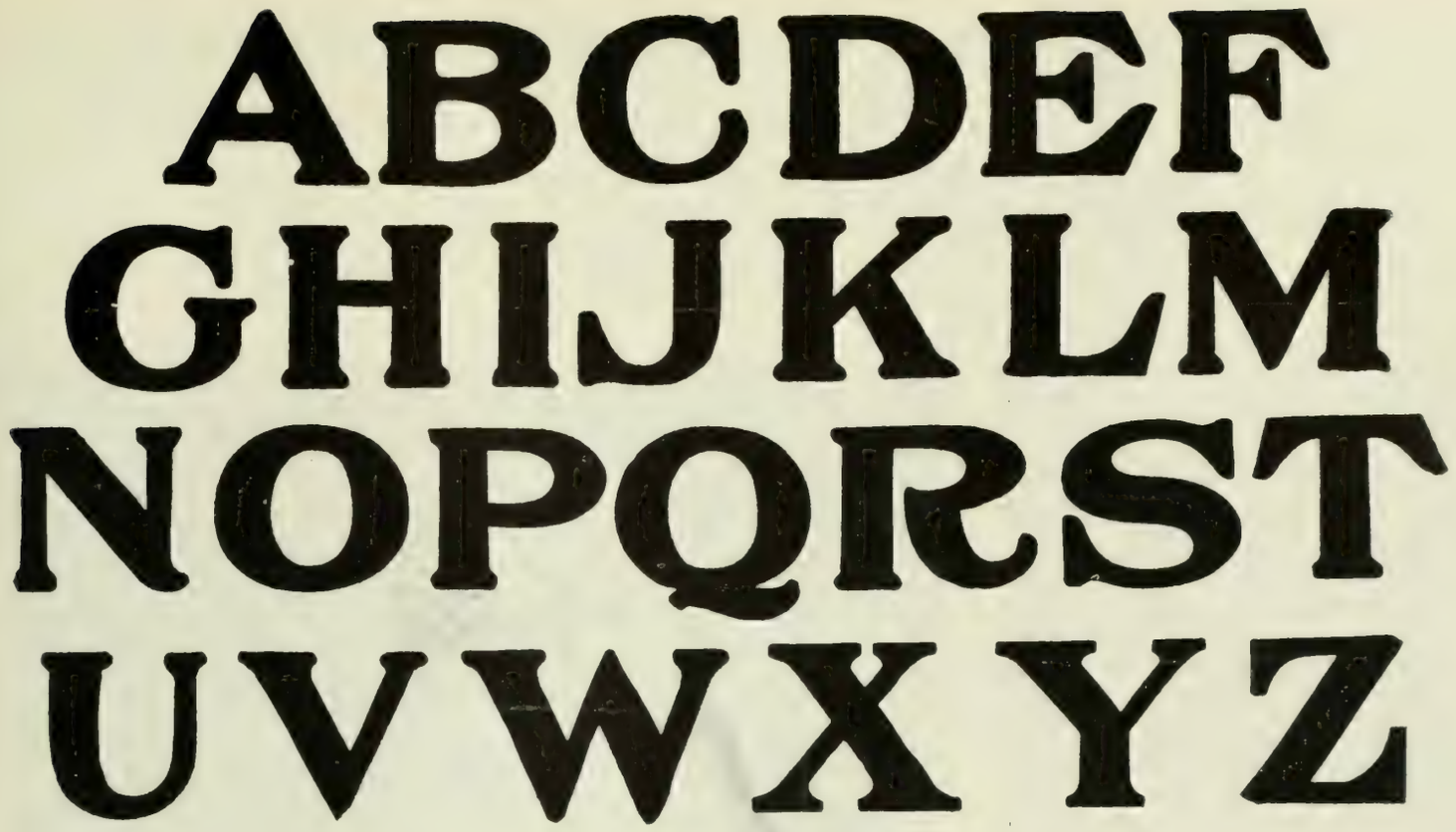
No. 11.—Don't make use of "curlicues" and overlapping characters. They're too confusing for the average reader to trouble his head about. Lettering may easily be artistically arranged and yet retain its legibility.

No. 12.—Don't be afraid to assert the independence and dignity of your own ideas. If, for example, a cut-out picture will add to the value of the showcard, by all means use the illustration which applies to the message or the goods.

A Window Poster Alphabet

Heretofore, the alphabets have been designed with a view to showcard work. The alphabet illustrated herewith is particularly appropriate for the window paper poster or cotton sign. It is similar to the "thick-and-thin" alphabet shown in a previous lesson; the difference being in the spurs used to ornament the poster characters. In describing a poster alphabet, perhaps a word or two regarding a good poster paint would be helpful. To use the ordinary showcard color on paper posters is far from satisfactory. Water colors have a tendency to shrink the paper, causing wrinkles to appear all around the lettering. This is overcome by using Japan colors ground in Japan. It may be bought at any hardware store, and comes in tins. Specially wide brushes are made for this poster work, and the student is urged to procure these in two or three different widths as will meet his requirements.

This poster alphabet is used a great



deal for the names of "sales" or other big features which affect the store at various seasons of the year. The instructions outlined for poster work apply also to cotton signs, the same color and brushes being adapted to both classes of work.

If you are unable to secure the ready-mixed Japan color, try mixing your own. A good black is obtainable by mixing lampblack with clear furniture varnish and turpentine. The turpentine "cuts" the lampblack so it becomes pasty. The varnish gives it "body" and causes the lampblack to be adhesive in the same way as mucilage acts as a "binder" for water colors. When the turpentine and varnish have been added, stir and grind thoroughly to form a paste. If too thick for use, thin it out with turpentine. Avoid too thin a mixture as the turpentine will "spread" on the cotton. To remedy a color that has become too thin, simply add some more varnish and if necessary more lampblack. The proper consistency will soon be determined by some little experimenting. For a good red, green, blue or any other color, the same instructions hold good. The dry colors are obtainable in powder form at any hardware store. Attention is called to the fact that the red color requires more care in preparation than the other colors. The red, dry color ought to be of good quality, somewhere around 50c. a pound. The other colors come at about half that price, yet give satisfactory results.

The paper poster affords excellent advertising material. It gets the direct attention of the passer-by, and if carefully worded and neatly executed, the result is almost certain to be productive of extra business. The paper poster works to best advantage when cut from ordinary manilla wrapping paper in the light cream shade. The darker shades are apt to render the lettering obscure. The cream shade on the other hand stands out in bold relief against the glass and at the same time makes a clean-looking background for black and red lettering, the most popular color combination. Interesting effects are obtainable in posters by shaping them differently. Big circles, say about 24 inches in diameter, are striking when rightly placed against the window. These circles could be made to announce the sale or some other big value feature. Any unusual shape cut from the poster paper will be more pleasing than the conventional squares and oblongs so much in evidence and consequently so common. Ovals, diamonds, shields, and so on are not difficult to fashion, yet in appearance they are altogether superior and attractive.

By way of ornamentation it is sometimes permissible to edge the poster with some delicate shade of green, especially where red and black lettering is used. The green edge ought to be about an inch wide around a poster say of about 24 inches in diameter. Effects of this kind enhance the value of the poster which might otherwise appear commonplace. The poster is extremely popular in Toronto particularly during special sale events. Many of the better class stores have found that the window poster is a good investment when used judiciously.

# Indicates Better Industrial Era

Stronger Demand for Workingmen's Clothes—Activity in Knitted Lines

Fall business in men's furnishings has been excellent, according to a report from a Montreal wholesale house this month. In particular, comment was made regarding the impetus noticeable in workingmen's goods, heavy shirts, overalls and gloves, showing that industrial activity must be at last becoming more general. Summarizing the outlook for Spring in the different lines, this firm stated that there is already a good demand shown for underwear, due in part to the fact that some three lines have shown an upward tendency in price and many retailers are finding it advisable to place orders as early as possible.

Knitted Goods Selling Freely

All kinds of knitted goods are leading in demand just now, insofar as Spring 1923 is concerned, enquiries for sweaters, bathing suits and hosiery indicating that stocks of these goods must have been cleared pretty closely. Clocked hosiery is still the big item with this house and for Spring some attractive lines of silk finished lisle have just come to hand, smartly clocked in different colors.

No outstanding changes in regard to webbed goods or smallwares are reported, buying in these goods being confined to immediate requirements only.

Know How Much Seasonal Merchandise to Buy: Has Held No Sale in Thirty-Five Years

This is the Record of J. H. Fleming of Fredericton—An "Odds and Ends" Table Gets Rid of All Left-over Merchandise—Makes Specialty of Outfitting Odd Sizes in Furnishings—How Neckwear is Displayed

THIRTY-FIVE years of successful merchandising of men's furnishings is recorded of J. H. Fleming of Queen St., Fredericton, New Brunswick, who in all that long time says he has never found it necessary to conduct a sale of any sort. Not so much as a semi-annual clearance sale has his store ever witnessed, but year in and year out, the volume of sales has kept steadily mounting without the slightest need of artificial stimulation of any sort. "How has it been done?" was the query put to Mr. Fleming by a staff member of Men's Wear Review, to which the following significant reply was given, "We buy only what we need from season to season and have learned that it is wisest and safest for all concerned to turn a deaf ear to all the tempting offers and all the blandishments of salesmen and agents who would load us up with so-called bargains in the way of men's furnishings." The retailer who learns how to say "no" when he does not require goods, who can yet maintain a friendly and interested attitude with those who make it a practice to try to sell goods despite a firm refusal, and who knows just how much merchandise he can and ought to dispose of during the course of the coming months, has mastered the fundamental secret of successful merchandising, according to Mr. Fleming.

Interior of the J. H. Fleming haberdashery shop of Fredericton, N. B., showing the separate store for heavy goods and working men's wearables at the rear. At the left will be noticed the original way of displaying neckwear preferred by this store, all ties being carefully knotted. Luggage receives much attention in this store. No sale has even been held in the 35 years of the management.

White Woodwork Provides Bright Interior

There are several interesting features about the Fleming store which are not usual in towns of the size of Fredericton. Its equipment alone calls for comment, the interior being one long bright expanse of white enamelled surface, which forms a decidedly attractive background for the merchandise, a setting almost hospital-like in neatness and cleanliness. There are two sections in the store, a front and rear division, the latter being devoted to the display and selling of heavy goods such as work shirts, overalls, work gloves and so on, especially suitable for working men's use. In the front of the shop are to be found all the more exclusive kinds of merchandise, so that in selling either kind, customers are able to find their exact wants with less distraction or waste of time than would be the case were all goods to be shown together indiscriminately. Both sections of the store are equally well lighted and equipped and it is a matter of pardonable pride with Mr. Fleming that all grades of prices are included, ranging from the highest to the lowest, according to quality of the goods. The clientele is a varied one, including regular customers from among the university and normal school faculties, members of the Provincial Government offices, and even well-to-do farmers who live in the rural outlying districts of the city and whose well stocked orchards provide the wherewithal to demand the very best in the way of wearing apparel.

Outsizes a Specialty

The leading specialty of the Fleming store is one which might well be given greater attention on the part of the majority of retailers, namely, outsize furnishings such as shirts, underwear, pyjamas and so on. It has been found that size 19 shirts and collars are steadily in demand the year round, and that once a stout man has obtained real satisfaction in the way of securing a good looking shirt or a really well fitting suit of underwear, he will remain a constant customer, sending his friends who are overburdened with avoirdupois to the store as well. This phase of the business is given careful personal attention by Mr. Fleming and has had not a little to do with the remarkable record achieved by his firm in forging ahead so steadily.

All Neckwear Shown Knotted

Another feature peculiar to the store is the method employed to show neckwear. Where most stores are content to show ties hung over a T stand or folded in neat rows inside a glass case, the stock of silk and knit ties in the Fleming store is displayed in a finished knot, every single tie being thus displayed, so that the salesman is not obliged to lift any tie out of the show case unless asked, and the knot being once tied precludes the necessity of re-knotting to give the effect to some future customer. Neckwear is shown hung from suspended rods in this way as well as under glass, plainly priced.

Mr. Fleming considers that an odd corner devoted to the display of any odd lines which have accumulated from month to month, priced at a fraction of their real cost, is all that is necessary to keep the ranges of merchandise down to normal level, and he pointed to a small pile of high grade cloth caps priced at

(Continued on next page)

Difference Between Intensive Persuasion and Meeting the Wishes of the Prospective Customer

Some New Thoughts on Merchandising—Studying the Needs of the People Must Precede the Selling of the Merchandise—What Gordon Selfridge Says About European and American Methods of Salesmanship and the Respective Results of the Same

IN ANOTHER article in this issue of Men's Wear Review dealing with some of the causes that have contributed to the success of business men who have built up world-wide organizations, something has been said about the necessity of studying one's community and its needs. The intensive and scientific study of this question is one of the main foundation stones of any retail organization. To fail to do so soon puts one out of touch with one's prospects and the only thing that stares such a retailer in the face is either indifferent success or failure outright.

First Duty of Salesmanship

As a matter of fact this study of community needs is the first essential of salesmanship, that is, salesmanship of the entire organization rather than the single articles of merchandise that, in the course of the years, pass over the counter. It is possible for a store to achieve a reputation on two distinct scores—its faculty for supplying the needs of the community it serves, and the character of its sales force. It may possess a most accurate faculty for studying the requirements of the people of a community and in placing such merchandise at the disposal of the people. At the same time, it may lack the right kind of a sales force, or it may be lacking in certain elements of store service which result in too few sales. Or, on the other hand, it may lack the faculty of selecting the proper kind of merchandise for the community it serves but, at the same time, have a sales force that by intensive persuasion effects a great volume of sales. The ultimate success of such an unhappy combination of points is problematical. But the accurate faculty of selecting acceptable merchandise combined with a thoroughly efficient sales force can only lead to pronounced success.

What Gordon Selfridge Says

Anything that Gordon Selfridge, head of the great London house, has to say on the question of salesmanship is worth listening to. In a recent interview with "System" he outlines the (perhaps) different view-points on salesmanship on the two hemispheres—the new and the old. And by quoting a few figures he shows the result of this type of salesmanship. He cites five retail houses in Paris (whose population is smaller than New York) each of which last year did a volume of business in excess of $100,000,000, taking into account the value of the franc at par. There are some geographical reasons for this which need not here be mentioned, but the main reason is, if one can read between the lines of Mr. Selfridge's interview, that "they depend very little upon forms and very much on the ability of their people to know values, to watch details, and to sense what it is that people want to buy and at what price." In other words, through their sales force they make a very careful study of their community, what the people want and how much they are able to pay for what they want. The turnover of these five stores is between 7 and 8 and their cost of doing business 18 per cent.—much less than it costs to do business either in Canada or the United States.

A Good Reason

"You will scarcely find a salesperson in London or Paris," says Mr. Selfridge, "who has not a wholly expert knowledge of what he is offering for sale. If the prospective customer states his wants, the salesperson knows what it is that will satisfy those wants and why. The buyer is as a rule equally expert. It is extremely difficult abroad for anyone to cheat by selling poor stuff as good stuff. In the United States, on the other hand, poor stuff may, as we all know, often be sold as good stuff without either the seller or the buyer knowing the difference.

"In England we do not have salesmanship in the sense that it is understood in the United States. While in America I read two books on salesmanship that were, I believe, supposed to represent the highest methods of selling. They appeared to me to be crude. They seemed to be founded on the belief that salesmanship was more a matter of intensive persuasion than of meeting the wishes of the prospective customer. The methods outlined would not do at all in England. They would simply be regarded as being in bad taste and the house using such methods would not get trade. And I am wondering, without the slightest desire to criticize, but rather with the thought of making a constructive suggestion, whether or not a waste exists in American distribution through an overemphasis upon selling and whether it might not be worth while to investigate whether the people as a whole respond as readily to being sold to as they would to having their wants and needs studied and met."

Unwise to Force Sales

Mr. Selfridge goes on to point out that forcing sales is not a wise policy, that it is better first to select that which people ought reasonably to want, and then by quality, price and convenience of offering to make the buying of it very easy indeed. "The best retail sales training" he says, "is not in the persuasive arts but in a knowledge of the goods, in courtesy and in the realization that the purchaser must at all odds go away not only satisfied but with a desire to return."

It is of interest to know how some of these theories are actually worked out in practice in the Selfridge store. For instance, the term "employee" is not used at all; they are all "members of the staff," and a large part of the educating of the members of the staff is directed to convincing them that the interests of the institution and their own interests are identical. A record of all their sales is kept but they thoroughly understand that to show less courtesy when a sale is not made than when it is, is extremely bad form and is not done.

Studying their community in this fashion has certainly shown results in Selfridges. According to Mr. Selfridge they took their "losses" early in the late Spring of 1920 and they let it be known that their prices were down to bedrock. The result was that in October of 1921 their number of transactions over the same month of 1920 increased by 200,000, the same increase or greater followed in November and there has been an increase ever since.

KNOW HOW MUCH SEASONAL MERCHANDISE

(Continued from previous page)

one dollar each, which he said represented the remainder of a successful season's selling and which would only last about 24 hours at the price quoted. This "odds and ends" table, he considers, should be in every store in place of the "clearance sale" sign which so often lacks any real appeal to the customer.

J. Frank Boothe, of Whitby, has purchased the men's and boys' clothing and furnishing business formerly known as Johnston's.

L. Cowell, tailor, is an enterprising man. He formerly ran the Parisian Tailor Shop at Bowmanville, but recently moved to 207 College St., Toronto. But he still advertises in the Bowmanville paper, notifying his former customers of the change of his address and still soliciting their patronage.

Announcements by the Ad. Man

How Montreal Retailers Are Announcing Their Fall Merchandise —Style Note is Sounded Very Emphatically—Price Appeal Not Played up so Strongly as it Was a Year Ago—The Importance of Being Well Dressed is Stressed

SOMEONE has said that it is the duty of the retail clothier to "sell the psychology of being well dressed for all occasions and to influence his clientèle to appreciate the value of good clothing to the personality," instead of merely selling clothes as merchandise. Such a doctrine as this must first of all be put across through the medium of the retailer's advertising and on this account must be handled delicately. It could hardly be expected that such an appeal as this could be driven home by accenting the question of price first and foremost, because price by itself does not suggest the idea of style as much as it does the theme of economy, a theme, moreover, that brings to mind clearance sales much more emphatically than it suggests the topic of new Fall merchandise.

Fall merchandise being the question at issue this month with all clothiers and haberdashers, it is interesting to note that where Montreal is concerned the message regarding the importance of being well dressed is being uniformly stressed in preference to the price question by all classes of the trade, including department stores, custom tailors, and regular clothing stores. It is safe to say that the reading public are probably unaware that a subtle change has taken place in the character of the advertising done by the leading men's stores of Montreal for none of the copy which has appeared during the month of September falls into the error of proclaiming the new selling idea too plainly. Instead the message is conveyed subtly in a manner that leaves the reader unconscious of any technique behind the attractive lay-outs and the readable wording.

Appealing to the Sense of Vanity

If, as has been declared, the public which reads the daily papers has grown cold to the usual sort of advertising therein to be found, said public cannot fail to react in the opposite manner to such ingratiating appeals as are directed to touch the vanity of each one of us by some such wording as this, embodied in an advertisement of Case's appearing during the first cold snap of the month:

"Jolly Chilly, eh? Here's topcoats direct from the west end of London where the exclusive designs and styles in men's fashions originate. Roomy, boxy —the best chill-repeller known. Discerning dressers wear Case topcoats. They are to be had in peat smelling homespuns, characterful tweeds and soft, subtle Shetlands. $25 to $75."

In another Case advertisement, the idea of new fall fashions was introduced by the two words, "College—Business" as being the key words to the entire announcement, contained in a series or sequence of six paragraphs which provide thumb nail sketches of the season's newest goods. The copy is dignified in appearance and artistically laid out, using a small cut in the lower right hand corner instead of in the usual hackneyed position at the top. Prices are always mentioned in Case advertising but in an inconspicuous manner, to show the range carried rather than any particular item. The dominant note of all Case advertising is that of style and not a little emphasis is placed upon the vanity appeal that never fails to "pull" at the autumn season of all others. This little pointer about gloves, for example, is characteristic:

"No part of you is more conspicuous than your hands. That's why we select gloves with such care. They are comportable, responsible, durable, smart, soft. Suede, capeskin, chamois, peccary, pigskin, mocha. $3 to $6."

Stresses Dignity

In another example of fall advertising which strikes a different note to that previously featured, the firm of R. J. Tooke Ltd., emphasizes the quality of dignity. The advertisement in which this theme appears is characterized by restraint and a certain conservatism as befits a firm which celebrates its 50th anniversary this year. The wording carries out the pleasing impression gained by the severity of the lay-outs as follows:

"The correct note in our new Autumn apparel is that of dignity. Our great appeal is to the man of good taste. For him we have searched the world's markets, and we face the coming season with the utmost confidence that our rare and beautiful merchandise will make an even more successful appeal than ever before in our fifty years of effort."

Dressing as a Fine Art

Custom tailors are not usually prone to enter the field of advertising with the same weapons of assault as are employed by the retailer of men's clothing, consequently this small advertisement featured recently by the Montreal firm of E. Bentley of St. Catherine Street is noteworthy:

GOOD DRESSING IS AN ART

"Lord Chesterfield once said, 'Dress yourself fine, and take care always that your clothes are well made, or otherwise they will give you a very awkward air.' He voiced sentiment as sound today as it was then.

"Custom tailoring was then the source of fine clothes—of garments that make GOOD DRESSING an art. The same situation exists to-day. We are now showing our complete range of Fall and Winter materials.

"Suits made from high grade imported materials from $50.00. Top coats made from high grade imported materials from $45.00. Cut and tailored in English or American styles."

Among the advertisements run by department stores which make a special effort to capture men's trade, a series appearing under the name of Goodwin's Ltd., elicited much favorable comment. In this series the method of enumerating the selling points of the various types of merchandise has been conscientiously followed with the result that the store's entire range of men's headwear, for instance, is fully enumerated and described in the space of a very few lines. The merchandise is classified according to price and style which is an attractive method at any season. Though a slight concession is made to the question of price in this example, it is not, however, aggressively noticeable and really goes hand in hand with emphasis on quality and value.

A Convincing Argument

Of an entirely different description was the advertisement featured lately by the firm of Fournier & Labelle, located in the down-town business section of Montreal, in which no merchandise was mentioned at all. It consists of an argument intended to convince the skeptical consumer of the genuine value behind the low prices featured by this store, by comparing the policy of the wholesaler with that of the retailer to prove that anyone who buys in large quantities can take a smaller profit and reduce his selling prices. Here it is:

LISTEN TO REASON

"Why do you expect a wholesaler's prices to be lower than those of a retailer's?

"Isn't it because you understand that the wholesaler buys and sells in terms of quantity?

"Exactly! With the wholesaler, it is simply a matter of volume; in other words:

"A quick turnover and a smaller profit.

"So it is with us!!!

"Instead of buying five or ten dozens of a given article, we buy a few hundred dozens; prepared to take a smaller profit if we can dispose of them quickly.

"Do you get the idea?

(Continued on next page)

Planning the Buying Campaign

The Dealer With Accurate Records Goes Into the Market Fully Equipped With Knowledge That Will Guide Him Away From Dangerous Pitfalls—Arousing the Enthusiasm of the Sales Force in Merchandise Goes a Long Way Toward Selling It

GOODS well bought are half sold. That saying is as old as the longest memory of the oldest man in the trade; yet it has lost none of its truth as it has been handed down from generation to generation. At this time of the year there are especial reasons for giving heed to it, for dealers will soon be in the midst of their buying for Spring—some have already placed their first orders. To be able to buy goods "well" involves more than might appear at a superficial glance. The first consideration of importance is the market for that which is bought and must be sold if business is to be made profitable. To know that market requires a very careful study of one's community in its different classifications, to know the conditions surrounding prospective customers so that an estimate might be made of their ability to buy when they see the new merchandise, and to know something of general business conditions which are apt to influence the purchasing power of the consumer.

Records Help

The dealer who keeps records is always in the best position to do his buying for any season. These records will tell him—if they have been properly kept—considerable about the exact quantities sold during the previous similar season, the number of suits and overcoats or furnishings sold which were the most popular, the other priced merchandise that sold, and in what quantities, the mark-downs that had to be made at the end of the season and something about the reasons for these mark-downs, and the stock still on hand, if any. In suits and overcoats, he should know a good deal about the colors that were most popular, the models that were most in favor for the different types of men, models that did not take well so that they may be avoided in future. He should also have at his finger tips information about sizes that sold, not forgetting that there are always odd sizes to be considered in buying. These records should also tell him about customers whose tastes are markedly different from the ordinary man's tastes, because the dealer who builds up a reputation for considering the individual fancies of his customers is bound to widen the circle of his customers.

With all this information in hand, the dealer can buy scientifically—he is not guessing. He has something very definite on which to formulate his buying campaign. He can forestall the possibility of profit-destroying mark-downs at the end of the season because he knows what he is doing. His knowledge is based on accurate records that provide him with the very last detail of the business that resulted from all the buying that was done for the last season. With buying done on this basis, the dealer has a good starting point.

Selecting Merchandise

But there are other important considerations to be taken into account if the goods are so well bought that it can be said they are already half sold. Care should be taken that the individual taste of the buyer does not too largely govern the whole buying policy. If this only were to be considered, buying would be reduced to a comparatively simple task. The buyer may be a man who seldom comes in contact with the public, either to know their wishes or to sell them merchandise. The salesmen who actually sell the merchandise should be consulted and, where possible, be present when the merchandise is bought. They, in turn, should be warned to keep always in mind their clientele when buying. The more closely in touch they are with the buying, the greater will be their enthusiasm for the merchandise when it reaches the store. They will take a keener interest in the merchandise if they have had something to do with its selection than if it is simply placed before them and they are instructed to sell it for such and such a price. The enthusiasm of the sales force for merchandise is a very useful asset in selling it. One of the arguments for the four-season buying plan was that it would put new enthusiasm into the efforts of the sales force because they would have newer merchandise to work on. The argument applies equally to the theory of personal selection where possible. If the season's new merchandise comes into the store with the members of the staff all eager about it, the pride they have in their work is greater and finds expression in more aggressive methods of selling and in a good deal of mouth to mouth advertising amongst their friends.

Telling the Ad. Man

The man whose job it is to bring people to your store should know a good deal about the merchandise you are selecting. He should be thoroughly posted at all times regarding the purchasing of merchandise. He is planning his advertisements perhaps weeks or months ahead and he can do it the more successfully and effectively if he has an accurate knowledge of the character of the merchandise that is to be offered to the men he is to try to interest to the extent of bringing them to the store.

The wise retailer will be always on the lookout for specially-priced merchandise offered by manufacturers and wholesalers. During the course of a season there is a good deal of it to be picked up and frequent visits to the marketing centres will put dealers in touch with these bargains. A line of neckwear, some close prices on suits or overcoats, some extra values in shirts—these will brighten up your whole merchandising campaign for the season and bring you not a little profit besides.

To Be Avoided

One danger to be avoided by the head of the firm is that of isolating himself from his staff in the matter of buying. In doing so, he isolates himself from his public at the same time, for the salesmen are the ones in the store who really come closest in touch with the public, and, if properly trained, study the needs and tastes of the public day in and day out. One of the reasons given for the large turnovers in French stores is that the sales force are experts in knowing what the people want and in the selection of the merchandise that will sell. They may lack some of the aggressive methods of salesmanship employed on this continent—perhaps too aggressive at times—but they do not lack knowledge of their customers' requirements. In this, they probably come nearer realizing the truth of the statement that "goods well bought are half sold" than we do on this continent.

ANNOUNCEMENTS BY THE AD. MAN

(Continued from previous page)

"Very well, then; it is up to you.

"We guarantee everything we sell to be perfect and feel that you will be pleased with your purchases and the attendant savings at this shop.

"Price, to-day, is absolutely no indication as to the quality of the goods.

"Reason it out for yourselves.

"Yes! certainly, we refund your money if after making a purchase here you should feel the least bit dissatisfied."

The Fashion Toggery have opened up for business at 1244 Bloor St., west, Toronto.

W. F. Fortune, since 1908 in the men's furnishing business in Fort William, died at his home in that city on August 25th after several months' illness. Mr. Fortune was prominent in public affairs, having served fourteen years on the Port Arthur Utilities Commision and for many years on the separate school board.

Capital to Stage a Fashion Show

Men's Wear Dealers Unite in Plan to Stage Fashion Week Beginning September 20th—Living Models Parade in Leading Theatre—Also a Costume Play to be Given—Some of the First Fall Displays in Ottawa Described

OTTAWA has taken a considerable step forward in connection with Fall opening displays. At a meeting held towards the end of August, at which the men's wear stores were well represented, arrangements were made for having al Fall openings at the same time this year, instead of over an irregular period, as in the past. It was arranged that this concerted action would take the form of a fashion week, starting Wednesday, September 20. The opinion was unanimously expressed that a fashion week would be the best way of presenting the newest styles in clothing to the public in the most effective manner. It was agreed that for the occasion the stores co-operating in the event would present a gala appearance, and the new modes would be exhibited under the most opportune conditions.

To Use Living Models

The arrangements for the fashion show included the showing of the latest styles on living models in one of the capital's most prominent theatres. In addition, the latest fashions and styles in men's apparel were to be featured at a special showing in the ball room of the Chateau Laurier, and the latest in men's haberdasheries were to be displayed at the same time. It was further planned to show attractive fashion films in conjunction with the regular programmes at three of the movie theatres. In this connection arrangements were likewise made for the staging of a modern costume play at which all the actors and actresses would be clothed and gowned by the leading local stores.

Apart, however, from their participation in these plans a number of the men's wear stores went ahead with an early window showing of the newest styles, which, in most cases were most attractive.

The Two Macs

One of those window displays which attracted no little attention was that of the Two Macs Limited, cor. of Bank and Sparks Streets. Against a particularly appropriate autumn back-ground there was a well ordered display of practically everything that goes to make up a well dressed man's Fall and Winter wardrobe. This included a showing of between seasons Scotch tweed coats with self lining and plaid backs; smooth finish tweed shower proof Fall top coats, and the newest Winter overcoats. The showing of hats included silver greens, fawns and pearl greys. The latter is still a prime favourite with the well groomed men of Ottawa. The Scotch tweed suits on exhibit were severely plain in cut, while the shoes shown were the newest styles, with broader, flatter toes and squatty heels. The display was put in by J. L. Beaudry, who has time and again won merited praise for his artistic taste in dressing windows.

Jess Abelson

Jess Abelson, 188 Sparks Street, has always prided himself on his snappy, clean-cut window displays of the latest in men's wear. His early showing of Fall and Winter togs as illustrated in an accompanying photograph in this issue. is a good example of how he keeps his window dressed at all times. On this occasion he had on exhibit one of the new fawn coloured Winter overcoats, which is likely to be the rage in Ottawa this year. The window was also adorned with an attractive showing of eight pieced button top and one piece caps. The suits on display included blue and dark shades in herring bones, as well as English heavy tweeds. Mr. Abelson stated that present indications are that popular priced shirts and low collars are going to be in great demand this Fall and Winter.

E. R. Fisher

A feature of E. R. Fisher's Fall opening window was a showing of two pants suits. This is a new departure with this firm and is already proving a popular one. Two prices are quoted—one for the suit with two pairs of trousers, and a lesser price for the suit without the extra pair of pants. This feature is being

(Continued on next page)

A very handsome display arranged by J. L. Beaudry for The Two Macs, of Ottawa, introducing their new Fall merchandise. Note the artistic background and the finely executed showcard to the left of the picture.

carried out with respect to both the cheaper and higher grade clothing. The suits shown were mostly the English herring bone, light coloured tweeds, with one or two navy blues. English and Scotch imported tweed top coats had a prominent position in the window, while the hats shown were mostly in light greys and fawns. These were the smaller shapes, which give promise of being in great demand. The window was made up of unit trims, and showed the good taste always exhibited by Fred Wells in dressing the windows of this up-to-date establishment.

Ed. Merrill & Co.

Tweed toppers, suits and caps were the predominating features of the Fall opening display in the window of Ed. Merrill and Co., Russell House Block, Sparks Street. Double breasted suits, lovat shade toppers and light coloured Winter overcoats with the reversible coating, were exhibited, as well as a few light brown and fawn hats. The hats shown were the heavy curl style with bands five or six lines higher than last year. There was also a fine showing of light Donegal English tweed caps, for which there is an active demand just now. Mr. Bert Seipel who only recently joined the staff of this enterprising firm showed unusual good taste in the arrangement of the exhibit.

R. McGiffin

R. McGiffin, Limited, Bank Street, had a good display of 20th Century brand clothing, including suits and toppers. The exhibit also included a few of the new style smaller shaped hats in fawn and gray shades and a showing of Madleburg gabardine waterproofs. The toppers shown were mostly the loose English models, while the suits were the lighter shade English tweeds and the Scotch herring bone tweeds. R. McGiffin stated that there is a heavy demand at present for English-made clothing. This presentation of the new Fall apparel was attractively and pleasing y arranged by B. D. McGiffin.

A. C. WELLWOOD

A real snappy Fall atmosphere was given to the display of seasonal stuff in the window of A. C. Wellwood Limited, 71 Bank Street, Ottawa. So inviting was it that although there were little signs of lowering temperature at the time, this firm sold several Winter overcoats to out-of-town visitors to the Central Canada Exhibition.

In addition to the overcoats shown, which were mostly the loose ulster styles in middling light colors, there were a couple of smart gabardine shower-proof coats and a number of serge and tweed suits, including English all-wool tweeds and Scotch tweeds, in the predominating light colors.

If the sales so far this season in this and other stores are any indication of what is to follow, the young men of O tawa are going to be gloriously decked out in l gh'-co'ored tweeds this Fall and Winter.

Output Was $82,893,913 in 1920

Official Report on Men's and Boys' Apparel Produced in 1920 Shows Increase of $12,395,000 Over Previous Year—Invested Capital Totals $49,436,428—Of $22,338,375 Paid in Wages, $16,600,337 Found Way Into Pockets of Workers

THE TOTAL value of all men's and boys' apparel produced in Canada during the year 1920, according to a report just issued by the Dominion Bureau of Statistics, was $82,892,913, which was an increase of $12,395,000 over the showing for the previous year. The total output of factory-made clothing was $62,066,487, as compared with $47,780,306 in 1919, while the output of custom-made apparel was valued at $20,826,426, as against $22,717,460 the previous year; thus showing a considerable advance in the factory output, but a falling off in the amount of clothing produced in the custom shops.

New Establishments

There were 148 more establishments in 1920 than there were in 1919. The factories increased by 51, while the custom shops were greater in number by 97. In 1919 Canada boasted 145 factories and 1,523 custom shops, while in 1920, the showing was 196 factories and 1,620 custom shops.

The increase in the number of establishments, together with slight improvements made to those already in existence, was responsible for an advance of approximately $11,000,000 in the capital investment. The total investment in all establishments in 1920 stood at $49,436,428. Other factors in the increase in capital investment were higher stocks of materials, etc., and larger operating accounts.

At the time the figures were submitted for compilation the materials on hand and stocks in process of manufacture were shown to have amounted to $27,178,694, compared with $21,137,861 in 1919, while the cash, trading and operating accounts, etc., were estimated at $14,257,690, as against $11,412,845 in 1919.

Salaries and Wages

The total amount paid out in salaries and wages in all establishments in 1920 was $22,338,375 compared with $17,400,000 in 1919. Of the total amount paid out for this purpose, $16,600,337 found its way into the pockets of the factory workers, while the custom shops' pay roll totaled $5,738,038. This end of the expenses in 1919 cost the factories $11,221,681 and the custom establishments $6,178,723.

Employees to the number of 18,598 found a berth in this industry in 1920 as against 20,145 in 1919. The falling off in 1920 was accounted for by the custom establishments, where only 5,858 persons were employed, as compared with 7,319 in 1919. The factories carried approximately the same number of employees in 1920 as during the previous year.

The production of clothing in custom shops in 1920 is also given. This branch of the clothing industry shows a considerable decrease in production during that year. The total value of products reported at $27,717,460 for the year 1919 dropped by $6,891,034 to a total of $20,826,426 for 1920. The percentage decrease was 24.86 per cent.

The fuel bill for all establishments in 1920 was $195,599. While the bulk of the money paid out for this purpose was for stocks of bituminous and anthracite coal, $34,683 went for supplies of wood and gas. Other fuel items were: lignite coal, $3,236; coke, $5,407; gasoline, $5,017; fuel oil, $289.

Other Data

The compilation of data collected under the head of miscellaneous expenses such as rents, purchased power, insurance, taxes, royalties, advertising, traveling, repairs to buildings, etc., is interesting. In the summary the statistics are given by items and by classes of plants, as well as for all establishments reporting. Compared with the 1919 report of $6,405,478, the total of $8,067,955 reported in 1920 for expenditure chargeable to the same items, shows an increase of $1,663,477.

The total cost value delivered at the works, of all materials used in the men's clothing industry amounted to $44,556,318, as compared with $36,868,082 the previous year. The division of this amount between the two branches of the industry was as follows: Clothing factories, $34,589,605; custom tailoring shops, $9,966,713.

BEAMENT AND JOHNSON DISPLAY

Beament and Johnson, Limited, corner of Sparks and Metcalfe streets, Ottawa, had an attractive display of overcoats, suits and hats. In the overcoats both the plain and raglan sleeves were shown and also the new three-piece belt effec which has already won considerable admiration in Ottawa. The polar lines ar also be ng featured in this store.

The suits exhibited ran to conservative lines, although not getting away entirely from the snug fitting styles for young men. They were mostly the Scotch and English tweeds in lighter colors.

In hats, grays and the lighter shades of brown, these being principally the smaller shapes with curl brims for the young men. Some smart English tweed caps, mostly in lighter colors to match the coats, completed the display.

Simple Device Brings 3,000 People a Day In Front of This Man's Store in Erie, Pa.

F. S. Bond Put a Weigh Scale in Front of His Store Five Weeks Ago and Records Show That More Than 100,000 People Have Used it Since Then—The Psychology of the Plan—Drawing the People Closer to the Store

WHAT would you give, Mr. Merchant, to have an actual record showing that 3,000 people stopped in front of your store every day for a period of five weeks, and to know that the thing that caused them to stop would, of necessity, draw their attention to your windows? If an advertising solicitor came to you and outlined a proposition, guaranteeing that this number of people would stop in front of your store every day for the space of five weeks what would you be prepared to pay for the contract? What would it mean to you to have this number of people attracted to your store daily? What extra attention would you give your windows? What added energy would you put into your merchandising plans for five weeks?

He Has the Record

F. S. Bond, men's wear dealer in Erie Pa., said to Dry Goods Review during a recent visit to that town that he would give $500 a month for such a guarantee and think he was getting a bargain at that. He doubted very much if anyone would give him such a guarantee; but if they did he figured out that it would be worth hundreds of dollars to him.

Yet, the fact remains that he has the actual record that this number of people have stopped in front of his store every day during the past five weeks. He has a record, which is undeniable, that more than the entire population of the town of Erie—102,000—have stopped for a space of time, varying from one-half minute to two or three or perhaps five minutes in five weeks. It is a record worth having and it has meant many dollars to his business. Moreover, it has not cost him $500—not nearly that much. It has cost him somewhere around $400 and there is no indication as yet that the record is likely to decline. It is still going strong and the longer it goes, the more it becomes a fixture in the minds of the people of Erie. The record shows this inasmuch as it shows that more than the entire population of the town have stopped in front of his store. That shows that many people have come back twice, perhaps oftener. That is clear evidence that people are thinking of Bond's, and that is what Mr. Bond naturally wants.

A Weigh Scale

It is a weigh scale that is bringing the people in the front of Mr. Bond's store—a simple weigh scale. He put it out there five weeks ago and since then the people of Erie have made the most liberal use of it. The record on the day Dry Goods Review saw the scale, showed that more than 105,000 people had been weighed on it because it will only weigh over a certain weight and many children under that weight have stood on the scale. It is, of course, a free weigh scale. There have been many children on it, many of them more than once, no doubt, but they are potential customers and Bond's sells boys' clothes. He figures out that displays in his windows that interest the boys are money-makers and the weigh-scale acts as a good drawing card to these windows. A boy who sees something in a window that attracts him is not slow to make known the fact to his parents.

Mr. Bond knows that his store comes in for discussions at not a few dinner tables in Erie. He has heard them and he has heard of them from men who come into his store and casually tell of a "friendly squabble" between himself and wife over the weight of the head of the household—the wife, of course. A little bet had been registered, perhaps, about the weight of mother and mother promptly settled it by being weighed at Bond's. That is good advertising for Bond's; anything is good advertising that brings his name up for discussion any place. It fixes the attention of a number of people on one store for a certain length of time and that is the first intent of any kind of advertising.

The Aquascutum Sportsman Coat with the cleverly conceived sleeves combining the ease of the raglan with the square shoulder effect of the Chester. It is shown in pure wool and weatherproof Aquascutum cloths, also in fleece, cheviots, etc. Shown by Wreyford & Co., Toronto.

Psychological Value

A motorist who gets free air at a certain garage week in and week out and who gets other little services free of charge does not forget that garage when he wants some accessories. There is a psychological effect in getting this kind of a service free of charge. Gradually a sense of obligation is borne in upon the mind and the body, in time, responds to the dictates of the mind.

Mr. Bond figures out that it will be the same with the weigh scales. Three thousand people a day are using his weigh scales; many of them have not been or are not regular customers of his. But they keep on using his scales week after week and a sense of obligation creeps in upon them and the time comes when they feel they owe something to Bond's because they have been using something of his for weeks without having cost them a penny. The decision is reached that the next time they want something in men's wear they will, at least, give Bond a chance. And that is all Mr. Bond wants; given the chance, he will "take a chance" on making a sale and a customer.

It is proving a good bit of advertising for Bond's and it is costing very little. He had an arcade entrance and this scale is in the very centre of it. Mr. Bond is gradually drawing the users of this scale nearer his main entrance. At first, the scales were put out to the very edge of the sidewalk. Little by little he is drawing the scales nearer his windows which means that, little by little, the people are coming nearer the merchandise he displays in his windows. Pretty soon, it will be but a step from the scales to the inside of the store. Pretty good tactics, we would say.

Some New Styles in Collars to be Seen: Cut Silk Neckwear Men to Show New Designs

Collar With Curved Swing to the Fronts and Cutaway Effect Making Room for Tie Knot—Improvements in Unshrinkable Collar—Encouraging Reports on Cut Silk Tie Sales by Travelers —New Designs in Scotch Plaids With Diagonal Stripe

RECENT reports from American centres would have us believe that the wing collar is the preferred style of well dressed men, and a corresponding wave of interest has been anticipated by some retailers here in Canada. To Men's Wear Review a Montreal collar manufacturer stated that although sales of wing collars were good, this style was in no way likely to supplant the regulation effects in double collars.

Several new collar styles are coming out for Autumn, one of which possesses some novel features. It has quite a curved swing to the fronts, for example, and a cutaway effect which ensures plenty of room for the tie knot. Its height is medium, in keeping with the demand this season, and its weight may also be described as medium, for although it is full weight, it possesses an unusual flexibility for a starched collar.

Manufacturers are improving the appearance and the wearing qualities of the unshrinkable collar as well, and are bringing out this model in new low effects. The steadily mounting sales of this type of collar is an indication that it has come to fill a long felt want with Canadian men, to whom the assurance that it will not shrink is an incalculable advantage. Retailers who ask from time to time for additional talking or selling points with regard to this style of collar are reminded that to the wearer of a soft collar the fact that it will not shrink is worth all the other reasons put together.

Prices on regulation soft collars are now firm, it was stated, and it is unlikely that any further change will occur for some time.

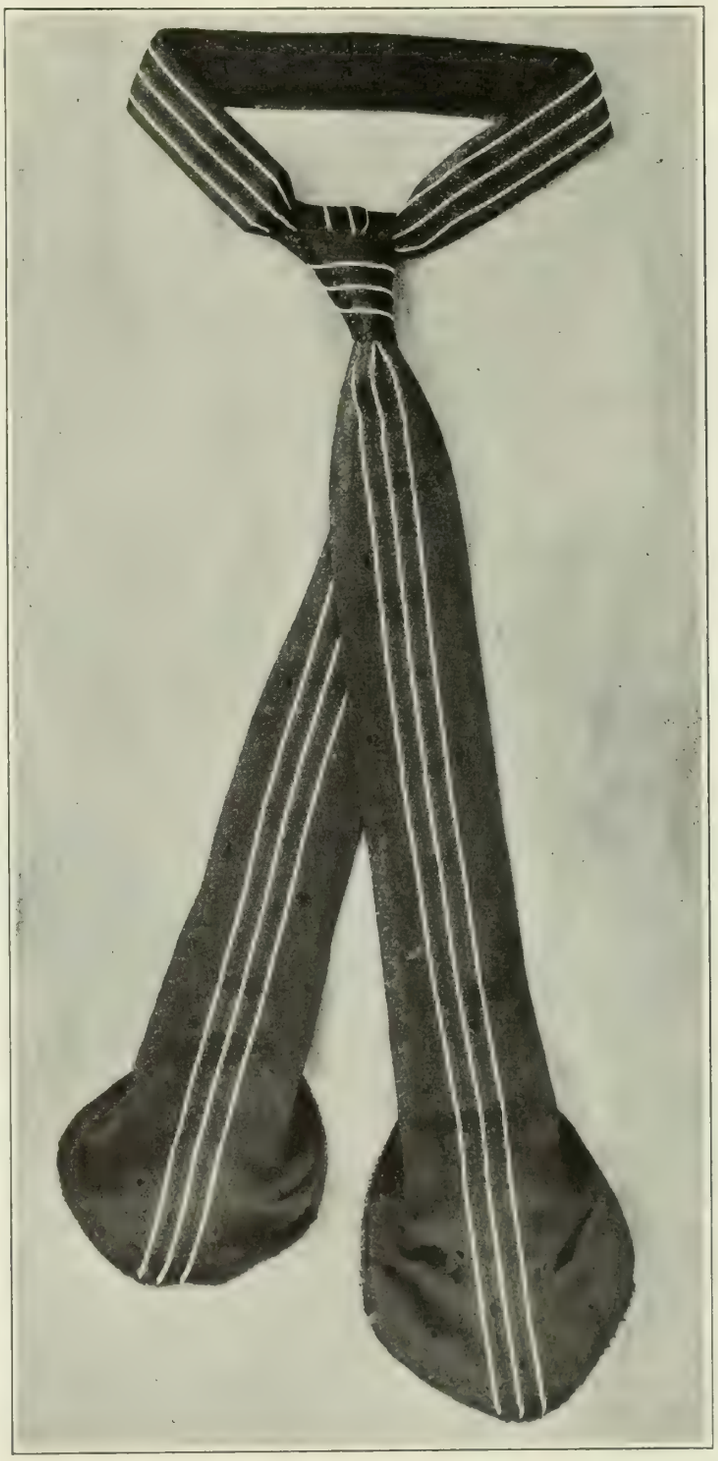
Pongee Collar Demand Continues

There is quite an unprecedented call for plain silk collars of late and the demand for plain pongee silk collars, particularly, has been noteworthy. This is attributed to the fact that many men are wearing silk shirts this season and require a second collar to give the shirt an extra day's wear. A tan colored shirt naturally does not show soilage quickly and with a change of collars to match will give double service.

Cut Silk Neckwear Sales Increase

Reports from a Montreal neckwear house state that business has been exceptionally good of late and is ahead of last year, during the corresponding month. Despite all the pessimistic predictions regarding the sale of cut silk ties for next season, travelers have found the response to samples shown to be most encouraging. Although quantities of novelty knit ties have been shown, orders booked are mainly for better quality cut silks, a very significant fact.

(Continued on page 78)



A NEW EFFECT IN NECKWEAR

The "Slip Strip" Tie, developed in unerasable silks, cut on the straight and so made that it will slip under the collar easily without any need for undue pulling to adjust quickly. Shown in a range of 150 patterns. By courtesy of Tooke Brothers, Montreal.

Methods of Display in Halle Store

Cleveland Store Has Very Exclusive Displays Throughout—Display Manager Believes Object of Display is to Focus Whole Attention on Merchandise—Quantity Display Confuses—Some of the Displays Described

A TRAVELLER would go some distance before he would see methods of display as unique and exclusive as they are in the Halle Bros. Company store of Cleveland, Ohio. The more one sees with regard to methods of display, the less one is apt to dogmatize, and claim for this or that method absolute perfection. It is the emthod that brings results that is, undoubtedly, the best method for this or that particular store; but it is a method that should be thoroughly tested before it becomes a fixed policy of the store. In other words, the display manager should study his clientele to discover what methods of display appeal to them most and effect the most sales. What would do for one store may be entirely unsuited to another; for that very reason it is impossible to be dogmatic. There are, of course, certain fundamental principles with regard to display that cannot be overlooked, such as harmony, proper setting, cleanliness of windows or showcases, careful attention to the merchandise displayed to see that it is free of wrinkles and soil. But whether merchandise should be displayed in quantities so that a wide assortment may be seen by the passerby, or whether it should be a very exclusive display of one or two pieces of merchandise with a background that sets it off well is a matter of opinion.

The Manager's View

"Joe" O'Brien is the display manager of Halle Bros. Company. He has been with the firm for twenty-five years, so it may be said that he understands the principles upon which the firm operates. Moreover, in the matter of display he has the enthusiastic support of one of the Halle brothers in spite of the fact that some of the department managers object to his methods. But Mr. O'Brien has his own ideas about display, ideas which he carries out in spirit and in letter throughout the eight or nine floors, with over 600 showcases, and the windows of the Halle store. The underlying principle of all his display work is that merchandise should be displayed in such a way that the attention is concentrated on a few pieces of merchandise rather than on many. A lot of merchandise, he says, only confuses the mind it doesn't make any difference whether it is new merchandise being shown or sale merchandise that the store is trying to get rid of. He thoroughly believes in elaborate backgrounds, that is, the very finest wood finish for the floor and the back of the windows and in all showcases. But for twenty years, he says, he has never used a wax figure or flowers of any kind. He says they detract from the merchandise, and anything that detracts from merchandise is not, in his opinion, good display. He never uses a price ticket; he does not believe the object of window display is to tell prices but to show merchandise and so far as the interior of the store is concerned that is what the salespeople are for, and in the Halle store they are always willing to serve the customer. Even some of their competitors told Dry Goods Review that Halle Bros. Company were rightly noted for the many services they gave their customers.

Not Even During a Sale

Not even during a sale would Mr. O'Brien use a price ticket or put more merchandise in the windows or showcases than he ordinarily does. For instance, if there were a sale in the silk department or the men's neckwear department, he would put a couple or three pieces of silk in the window or a very few neckties, and there would be a small, artistically executed showcard in the corner of the window announcing that a sale of silk or neckwear would be found on such a floor. This is the invariable rule. Sale or no sale, only a little bit of merchandise is displayed either in the windows or the showcases.

Some Displays

Their windows are changed three times a week and Mr. O'Brien attends to these personally and has done so for years. Their showcases are changed at least once every week and sometimes more frequently. On the day Dry Goods Review was in Cleveland their five front windows were given over to a display of children's clothes, clothes for school children. There were very few garments shown and the school atmosphere was created by showing a few school-day accessories such as pencils, erasers, etc. Of course, school was about to open and the idea of the manager was carried out to the letter—the entire attention of the passerby was focused on school children's clothes, and by showing the few accessories the observer was reminded that the store carried school supplies as well as clothes for children. In two days this display would be changed and other departments played up in the same fashion.

It is the habit of most display men to put a good deal of merchandise in their showcases, withal to do it artistically. In the Halle Bros. store a showcase would be given over to the display of two ties and a shirt with a couple of pipes. Or three suits of underwear would be shown. In another case three ties arranged in collars were set on three colored handkerchiefs—that was all. And there is nothing at all on the tops of the showcases. But to say that this kind of display is not attractive or does not attract is going for astray of the mark. Its very uniqueness attracts and it is most artistically executed.

Same All Through Store

It is the same all through the store. Merchandise is displayed very sparingly. In the clothing department one sees but a smattering of suits or overcoats out on the floor or on the racks. In the ladies' ready-to-wear department it is the same even with the lower priced merchandise, and in the high priced lines, such as evening or afternoon gowns there are no gowns shown at all.

With Halle Bros. Company display is all on the exclusive plan. It has been for years. And the wonderful strides they have made in a quarter of a century is a guarantee that their methods of display, as well as other methods, are well adapted to their clientele.

When Numbers Are Misleading

EACH year the management of the Canadian Exhibition strives to set up new records for attendance. The impression is given that the number of people who can be jammed through the turnstiles is the measure of the fair's success. Hon. Manning Doherty very effectively told the directors as their luncheon guest that the idea of overfilling the grounds and buildings was a poor one if the effect was to have entertainment seekers crowding out those who would benefit by the exhibits from an educational standpoint.

The mistake of being carried away by mere numbers, of overlooking quality in striving for quantity, is a common one. There are many business men who are otherwise sane and sound in the conduct of their business, who are imposed upon by big circulation statements when buying advertising. The manufacturer or wholesaler with a few thousand customers, makes a great mistake when he pays big prices for advertising space on the basis of a hundred thousand circulations.

W. B. Davis' Store of Cleveland, Ohio.

Started Forty-four Years Ago as Custom Tailoring Business in Shop Twelve by Eighteen—Now Five Floors and Still Growing—Foundation Stones of the Business—An Interview With the Head of the Firm

IT IS A far cry between a little customs tailoring shop, twelve by eighteen feet, started in the little town of Cleveland forty-four years ago and the five active floors of the W. B. Davis Company of Euclid Ave., Cleveland, with its population of over one million people. Yet that was the humble origin of this firm and its founder who is still active in this men's wear business that has the distinction of being the oldest men's wear establishment in the city of Cleveland. For the original store in which Mr. Davis did a customs tailoring business $18.00 a month rent was paid; his store now is one of the finest on Euclid Avenue with a store front that lends itself readily to artistic display. It has grown with Cleveland, it is a part of Cleveland's commercial history and both the firm and the founder are held in universal respect by those who may be regarded as their competitors. They carry clothing and furnishings; probably no one in the city carries a bigger assortment of furnishings than the W. B. Davis Company, and the merchandise handled is known to be, far and wide, thoroughly reliable, with the firm standing behind every article of it. The name in the community stands for reliability, and the founder is proud of the reputation that he has been largely instrumental in building.

Foundation Stones

It is always worth while to take more than a passing glance at the principles upon which these old firms have built up a business that has weathered the prosperity and adversity of half a century—and the shortsightedness of many business men during the very prosperous years following the war shows that it is as hard for them to stand prosperity as adversity. When profits came easily, almost without a strugggle, they did not take thought of the morrow when volume would decrease and profits with it. But that is a digression.

From the very first, Mr. Davis told Men's Wear Review, he recognized that people wanted quality in merchandise and that they were very responsive to courteous treatment. In the main, those are the two principles which Mr. Davis enunciates as the foundation stones on which he has built up his splendid business. There is nothing new in them—in theory—but it takes a half century of business, successful business, to show that these theories have been worked out in practice. Look at your own community, for instance. Review it for a quarter or a half century. We venture that the whole complexion of the business section has changed in that time. And in that change is written the history of men who thought, perhaps, that they could substitute the shadow for the substance and get away with it. And, just as Lincoln said, they did it for a time; but the time came when they could not fool all the people all the time. Maybe they were fooling themselves a good deal of the time, fooling themselves as to the profits they were making because they did not understand the system of business. They—and others—were among the vast majority of business men who do not succeed because they forget these old solid principles of business conduct which time makes more certain and sure.

The Customer First

"We have always kept in mind that the customer comes first," says Mr. Davis; and, again, this is not a new theory in merchandising. But apply it seriously to your own business, seriously, and can you say it truthfully? What about "profits" and "reasonable profits?" Through good times and bad has your store radiated the impression that it considers the customer first? In prices. In quality of merchandise. In

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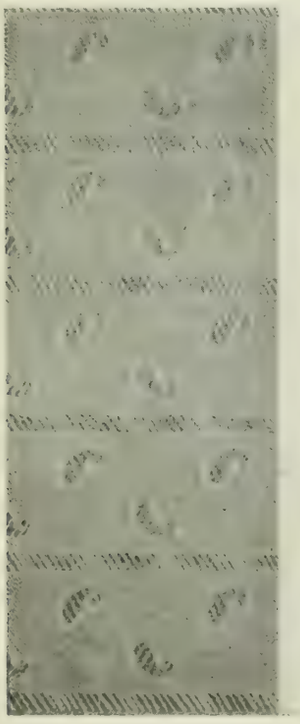
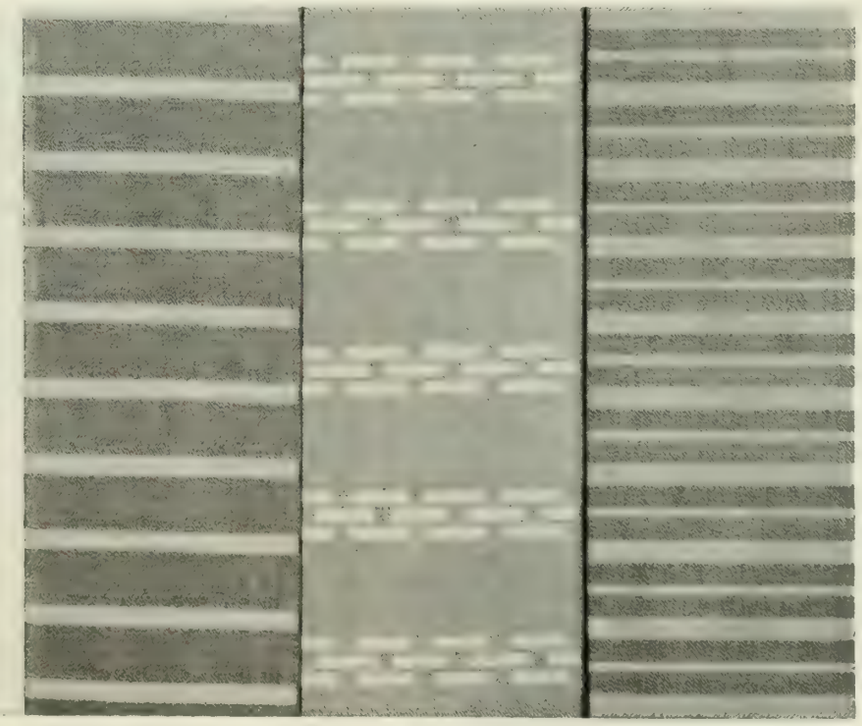




"SILKETTE"

This is a new material being shown by Brand & Oppenheimer, of New York. This is an all-cotton fabric of a very high lustre finish which is permanent and the makers claim that it not only looks like silk but feels like it and outwears silk. It is being shown in new woven designs and is being used by both clothing and shirt manufacturers for linings and shirts. It is made up in white, cream, pearl, slate and tan.

everything that makes for a satisfied customer? These are things which the Davis organization has always kept in mind and the men who come to them, have been coming to them for many years, are the tangible evidence in the case. "We imbue every salesman with the idea that the customer must be considered first and that the salary of the individual salesman, the growth of the institution and the reputation of the whole store develop with the satisfaction given the individual customer," said Mr. Davis to Men's Wear Review. And to carry this argument home Mr. Davis adopted the commission system of payment with a drawing allowance, and he tells the salesmen he does this because he wants them to feel that they are in business for themselves, absolutely in control of their own salaries—and he hopes their salaries will be very large ones. For with the growth of salaries, everything about the store grows. He tells them that he supplies them with the merchandise, and it is for them to make profit out of it for themselves and for the business. They go together.

Still A Young Man

Mr. Davis, if you asked him, would tell you that he is about seventy-four years young. Someone has said that among the fine arts that of growing old gracefully is the hardest of achievement. "We are just a young firm yet," said Mr. Davis, "but we hope to be a big one one of these days." Mr. Davis is growing old not only gracefully but energetically. He gives one the impression of having discovered the secret of perpetual youth, and the secret is in his love for his business. He likes every minute of it and is in the midst of it every minute of the day, selling here, acting as floor man there, or doing whatever appears to be the first duty at hand. Five years ago, he added a ladies' department, mostly tailored garments and millinery. He said he never would, but he did because he saw the opening for it and it has certainly not hurt his other deaprtments. A year ago, he added a shoe department and, like most new-born babes, it is doing well. With the careful nurturing that the other departments have received during the last forty-four years, it will probably develop into a strapping young man. Next year he may add a girl's department—the need seems to be growing because his customers want it, and he always considers the customer first. To lay down a hard and fast rule that this or that line of merchandise is not to be added may prove to be running contrary to the customer's wish; therefore, the rule must be changed rather than that the customer should be dissatisfied. Witness the ladies' department, for example.

The organization may be an old one in years but in spirit it is as young as its founder.

SOME NEW STYLES

(Continued from page 75)

Possibly the renewed interest in cut silks may in part be attributed to the introduction this Fall of several new styles possessed of features sufficiently different to command attention from retail buyers. One of these is described as a "Slip Strip Tie" which signifies that it is a straight cut tie and is uncreaseable. It is developed in superior quality silks in a wide range of color combinations and is lightly interlined with a strip of brown Holland linen which gives the tie just the right body to knot freely with no necessity for unnecessary pulling to adjust smartly. This style is shown in as many as 150 different patterns.

Knitted ties continue to sell freely at retail, a popular price for the so-called "Fish Net" effect being around 85 cents.

A wholesale buyer informed Men's Wear Review that he was still selling the transparent style of knitted neckwear by the hundred dozen, around $6.50 and $8.50 a dozen.

There has been quite a little interest shown in Scotch plaids where neckwear is concerned, and some interesting novelties are promised shortly in which a vivid plaid will be combined with a stripe in diagonal style. Just why this sudden revival of interest in Scotch patterns should occur this Fall is not certain, but plaid neckwear, despite its conspicuous character, seems assured of some success.

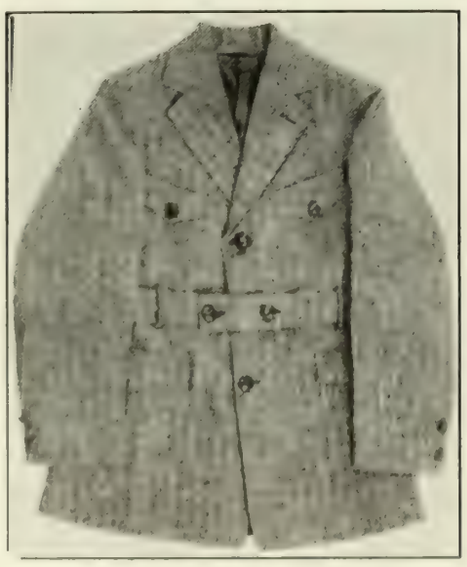
For the Christmas trade it is predicted that a particularly fine range of artistic cut silk neckwear will be offered and it is hoped to re-establish the demand for a good tie at $1.50 to $2 retail.

WANTED—BY WESTERN TRAVELLER LINE of men's furnishings or clothing. Good connections in Alberta and Saskatchewan. Apply Box 50, Men's Wear Review, 153 University Ave., Toronto.

Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

GIMP YOUR PATTERNS
"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES



Smart suit for boys between ages of 8 and 17 years. Replica of sports styles worn by the older man, and featuring either golf knickers or bloomer pants. Sizes run 26-35. Both front and back view of this "Alfie" model are shown. Shown by Levin & Son, of Montreal.

NO - CHARGE

This Season

for - Single - Holiday - Boxes

ALSO

SECRETARY and BULL TERRIES

Quality - Workmanship - Value

DOMINION SUSPENDER COMPANY, LTD.
NIAGARA FALLS

ANNOUNCEMENT

Standfield's

UNSHRINKABLE UNDERWEAR

Can now be procured in all the popular numbers from our Toronto Warehouse.

Letter orders shipped out the same day as received.

Send for our price list.

Whelpley & Co.

510 King Street West - Toronto

Telephone Adel. 7626

No. 280 Garment Hanger

Sold in 100 Crate Only

A good wood Hanger with inserted Trouser Bar

No. 280

BACK TO THE OLD PRICE

$8.50 PER HUNDRED

We can ship the day order is received

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HAMILTON, CANADA

$ Your Salary

$ Your Investment Income

Are You Getting Your Two Incomes?

Every business man is entitled to two incomes—his salary or business profits and the income from his investments.

Are all your investments the kind that return you a safe, certain income, that free you from worry and responsibility?

Your investments will educate your children, build your estate and protect your family—insuring the achievement of your every ambition. But only safe investments count.

If you invest, you need THE FINANCIAL POST, Canada's dominant investment weekly. It will give you sound, sane advice on your own problems. Every subscriber has, too, the privilege of submitting his own financial and investment problems to the editor.

Pin $5 to this advertisement, write your name in the border and mail to-day. We will send you THE FINANCIAL POST for one year, 52 issues brimful of the answers to your problems.

THE FINANCIAL POST

143 University Avenue, Toronto

Tailoring—fit for the best

Unusual—

The new models of the Punchard-Birrell line for 1923 are intended to attract the particular wearer interested in good clothes.

Exceptional—

The fabrics and patterns are choice selections. Cloth that can be relied upon to give service—and stand the test of time.

Quality—

The splendid appearance of these Winter Overcoats and Suits is enduring in their everyday wear. They retain their style and good looks. This characteristic in "Punchard-Birrell" is the real quality sought after by the retailer and the wearer.

When you look for these three particulars—the Unusual—the Exceptional—the Quality—you are certain of results in buying Punchard-Birrell Clothes.

THE PUNCHARD-BIRRELL CO.

549 King Street West

TORONTO

MR MANUFACTURER

Why not patronize a Studio that has made a "Special Study" of illustrations of men's clothing?

You would not allow a tailor who is not especially trained in the making of men's garments to make any of your garments that you are so particular about.

Why then allow any artist to make your illustrations just because he is an artist. He may be a real good man in his line, but not being especially trained in the making of fashion illustrations he does not know how to sketch a garment correctly, or the way to draw in the wrinkles in the sleeves, and the right way to shade up the figure to get the nice new pressed effect.

Possibly before he made your illustrations he made a drawing of a stove or a plough. No artist can be especially good in more than one line. He is a mechanical artist, a fashion artist, a retoucher, etc.

The two figures in the illustration we are showing on this page are two out of thirty-nine we made for one of the largest and most particular houses in Canada. The pen and ink illustrations that are shown in this issue showing the trend of fashion were also made by us.

SPECIALISTS IN DRAWINGS
of
Men's, Youths' and Boys
SHIRTS, SWEATERS, UNDERWEAR, OVERCOATS, SUITS, HATS, CAPS

Booklets, Catalogues, Circulars

Patentees of the Art Craft Card showing your own Cloth under Celluloid, a new idea in a Window Card or Counter Card. Especially Good for Suits, Underwear, Caps, Etc.

Sons of England Bldg.
2 Berti Street

ART CRAFT Studio

ARTISTS, DESIGNERS, & ILLUSTRATORS.
TORONTO

TELEPHONE
Main 5867

Leading Manufacturers

of

Up-to-date Caps

NATIONAL CAP MFG. CO.
45 Montcalm St. - HULL, QUE.

Good Fall Business in Flannel Shirts

IS EXPECTED BY

The Deacon Shirt Co.

Paris light colored grey and khaki Flannels are very popular—with high military collar or separate collar.

WE OFFER FOR IMMEDIATE DELIVERY

No. 96 Khaki Flannel Shirts with Military collar at $25.50.
No. 98 Khaki Flannel Shirts with separate collar at $27.00.
No. 88 Light Grey Flannel Shirts with Military collar at $30.00.
No. 76 Medium Grey Flannel Shirts with low collar at $18.00.
No. 93 Army Flannel Shirts with low reversible collar at $22.50.

Samples of above and other high-grade flannels sent on request.

THE DEACON SHIRT CO., LIMITED
BELLEVILLE - ONTARIO.

The W. E. Sanford Mfg. Company, Limited, announce the appointment of Mr. Louis D. Levine in charge of designing and tailoring of Sanford Made Clothes.

Mr. Levine is a skilled artist, possessing originality, with a highly developed sense of good taste. His natural qualifications place him in the front rank of Canadian clothing designers.

W. E. Sanford Manufacturing Co. Limited

MEN'S AND BOYS' CLOTHING

Hamilton, Canada

Spring 1923 Models Will Establish A New Standard

On all essential features—Models—Fabrics—Tailoring—our nineteen-twenty-three showing will eclipse all previous showings. Mr. Levine has produced young men's models that you will rave over—our buyers have gathered together from the best mills of Canada and Britain a rare collection of the most handsome woollens we have ever shown—the designs are most appealing and the tailoring of the garments unsurpassed.

Sanford Made Clothes

For spring will make profits and satisfied customers for the stores that sell them. The line is comprehensive, too. To-day's price requirements are met with styles and qualities that will give you clothes to retail at popular prices that should sell for much more.

You can expect much in our spring showing and when you see it you will not be disappointed.

The W. E. Sanford Manufacturing Co. Limited

MEN'S AND BOYS' CLOTHING

Hamilton, Winnipeg, Canada

There Is More Money Around This Year

Business depression is past.

Canada once again has a firm foot on the road to prosperity.

Our dollar is at par in New York.

The western grain crops—backbone of our finance exceed even the most optimistic expectations.

There is a cheery note of optimism in business generally.

This all means that the man on the street has a few extra dollars to spend for better quality this year.

His under-clothing this year should be

Turnbull's

"CEETEE"

THE PURE WOOL
UNDERCLOTHING
THAT WILL NOT SHRINK

The big Turnbull Advertising Campaign now running in the leading Canadian publications is telling him that, go where he will, he can find no under-clothing superior to Turnbull's CEETEE.

CEETEE is the only woollen under-clothing made in Canada that is full-fashioned and re-inforced at all wearing parts.

Effective window displays of Turnbull's CEETEE Under-Clothing will tie up your store to the Turnbull Advertising Campaign and if you keep your clerks posted on the superiority of Turnbull's CEETEE you can make a large increase in your under-clothing profits.

Sole Makers Turnbull's of Galt, Ont.

Buy Showerproof Cloth by This Trademark

REGD TRADE MARK
"Cravenette"
PROOFED BY
THE Cravenette Co. LTD

It is your assurance of genuine "Cravenette" Regd. Cloth and genuine "Cravenette" Regd. Showerproof Coats for Men and Coats, Suits and Skirts for Ladies and Children.

It means that you can give your customers Cloth by the yard and Ready-to-Wear Garments proofed by the "Cravenette" Regd. process.

It is well to remind the Trade that the word Cravenette does not mean a particular weave or color of cloth, but applies to any cloth rendered showerproof by the "Cravenette" Regd. process.

It inspires confidence and builds up future business to show to your customers the "Cravenette" Regd. Trademark on every yard of cloth and in every garment you offer.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
Dept. 3
39 WELL St.

LONDON
128 & 129
CHEAPSIDE. E.C.2.

BDA
(COPYRIGHT)

SPECIAL ANNOUNCEMENT

JOHN BARRAN & SONS, LTD.

LONDON and LEEDS, ENGLAND

MAKERS OF HIGH CLASS CLOTHING

Have Pleasure in
Announcing that
their Representative,
Mr. C. Hartley, sailed
for Canada on
August 26th by the
S.S. "Megantic" with
a Complete Range of
Samples for Spring
1923.

John Barran & Sons, Ltd.
Leeds,

or 27 CANNON ST. LONDON, E.C.4

English Fabrics

Quality Durability

Style Finish

Fit Value

Look for this Label on Every Garment.

Realizing the Demand

is for

Good Garments

at a

Moderate Price

we have concentrated all our efforts in this direction, and now have ready for your inspection a range of

GABARDINE REIGNCOATS
SPRING AND FALL MODELS

for Men, Women and Boys made up from the best English Cravenetted Gabardines in all shades, with all the accepted style features.

OUR ALL ENGLISH WOOLLEN FALL AND WINTER TOPCOATS

are now being shown in the latest English and American Models, with check and plain backs and half silk and Polo linings.

QUALITY-VALUE is the dominant feature of every garment we show, favorably meeting the test of most rigid comparison.

Let our representatives show you the new line —or write for samples and quotations.

Schwartzman Bros.

Exclusive Makers of "The Reigncoat"

Dubrule Bldg., Phillips Place
MONTREAL

Agents and Sample-rooms:

TORONTO
R. J. Siberry,
Cosgrave Bldg.,
167 Yonge St.

WINNIPEG
J. C. Wreyford,
Hammond Bldg.

ST. JOHN, N.B.
E. A. March,
Victoria Hotel.

VANCOUVER
W. G. Geary,
409 Welton Block.

Linen Threads for *Every Purpose*

"Fountain Brand"

Pure Irish Linen Thread

Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

"Perfect Satisfaction" is the verdict of clothing and leather goods manufacturers who have used FOUNTAIN BRAND.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building
QUEBEC 553 St. Valier St.
TORONTO 20 Wellington St. W.
VANCOUVER 217 Crown Bldg.

"Craftana"

Registered No 262 005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

Wolfe's "Totally Different"

HATS and CAPS

with Character

"New Downy Softings"

Our new lines for Fall and Spring are now being shown in many distinctive and attractive patterns. Newest novelties in Donegals and Herringbone Tweeds, Velours and fancy Homespuns are to be had—with the usual Wolfe standard of excellence.

WOLFE'S
HATS and CAPS

"Guaranteed Indestructible."

Are artistically tailored—from honest, modish fabrics—to fit, wear and look well.
Write us about them.

Watch for Our New Models being Illustrated in Next Issue.

Wolfe Cap Co.

1202 St. Lawrence Blvd. Montreal, Que.

Boost Your
FALL BUSINESS
with

BOYS' BLOOMERS

Our new Fall line of boys' bloomers have the lasting sturdiness that spells wear and makes the parents feel that they are making their dollars go the limit in value.

Plain Knickers have double seats and knees. Bloomers with double seats.

Feature them and you'll get the Trade.

You can beat price competition by Quality Goods.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter, and Hensall

Gallia
MADE IN FRANCE
Marque Déposée
INTERNATIONALEMENT

SOLE CANADIAN DISTRIBUTORS:

Genuine French Braces

have all the qualities and features of higher priced brands.

—Woven Button-holes
—Extra Quality Web.
—Superior, Easy-Sliding Front Ends on Rollers
—Immediate Deliveries

Prices on request.

ONAD AGENCIES REG'D.
46 ST. ALEXANDER ST.,
MONTREAL

HAVE YOU RENEWED YOUR SUBSCRIPTION TO

Men's Wear Review?

You will not want to miss the merchandising information that will appear in the pre-Christmas issues. They will mean money to you.

We are often asked "Why So Few"

The answer is simple, we can't force the production of Shirts the way *we* make them!

Ample time is allowed for every operation (and there are 39 of them) to maintain the standard we are aiming for.

Each shirt is entirely cut by hand—stripes are properly matched regardless of time or yardage required.

The neckbands are pre-shrunk—the cuffs, plackets and yokes are carefully pressed before any stitching is done.

Finally every Miller Shirt is hand laundered.

Even though the quantity of Miller Shirts is naturally limited, it is well worth your efforts to secure your quota.

Samples for 1923 will be on the road October 10th.

BESIDES MILLER SHIRTS

See our Fall and Holiday Neckwear—It is a most gorgeous collection of European and American silks, and will make any man "sit up and take notice." Made in the new Prince and Byng shapes.

MILLER MEN'S WEAR Limited

Manufacturers High Grade Shirts, Neckwear and Clothing Specialties.

44-48 YORK STREET, TORONTO, ONT.

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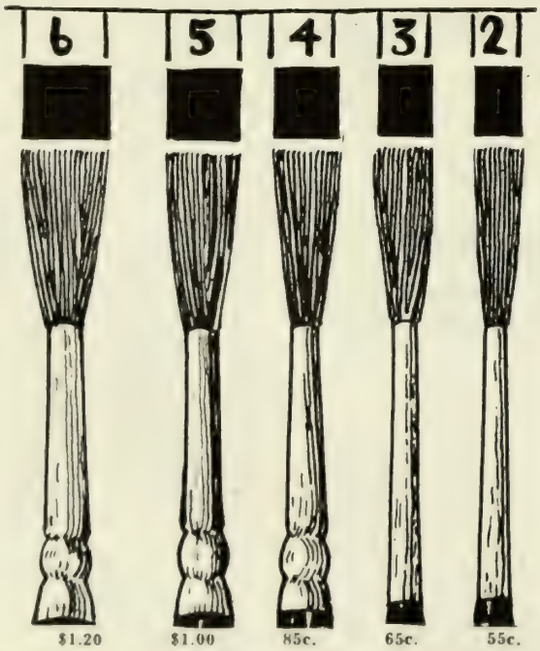


Merchant's Special

Set of 5 Red Sable Showcard Brushes $3.25
Set of Nos. 2, 4 and 6 ..... 2.15
Set of Nos. 3 and 5 ..... 1.45

These brushes have pure Red Sable hair, firmly secured in nickel ferrule with seven inch black polished handle. Illustration shows exact width of stroke each brush will make. With this set of brushes you can make the smallest price-ticket or the largest window showcard.

Note: Brushes may be purchased separately at the above marked prices.

Specials In Showcard Colors

In 2 oz. Bottles in the following colors as illustrated

Opaque Black, Light Red, Dark Red, Coral Red, Brown, Pearl Grey, Lavender, Light Yellow, Dark Yellow, Turquoise, Orange, Light Green, Dark Green, Light Blue, Dark Blue and White. Per bottle, 30c; per 6 bottles, assorted, $1.50.

Complete line of cardboard, brushes, colors, and everything for the card-writer on hand.

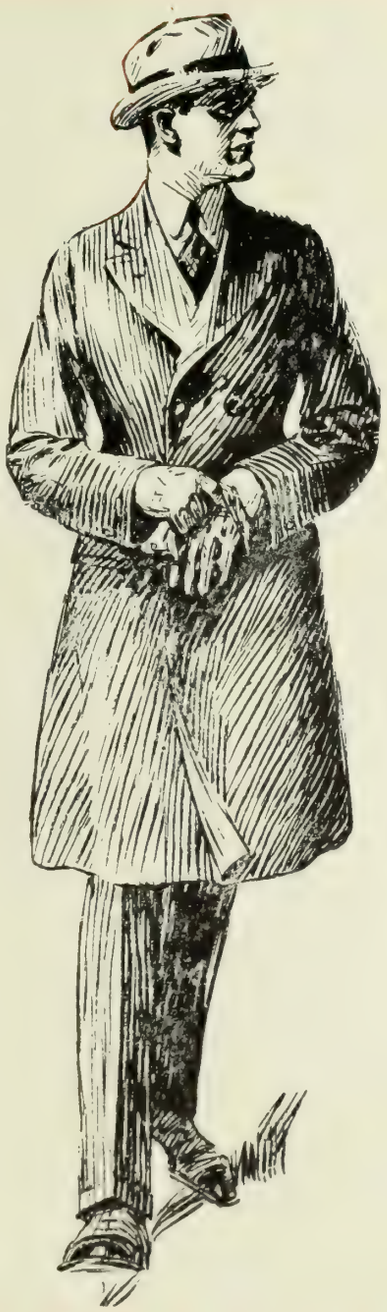
Write for illustrated price list.

66 Bond Street **Kwik Showcard School** *Toronto*

Broadway BRAND

Clothes for exacting men

Co-operation **Value** **Profits**



Popular Clothing at Popular Prices

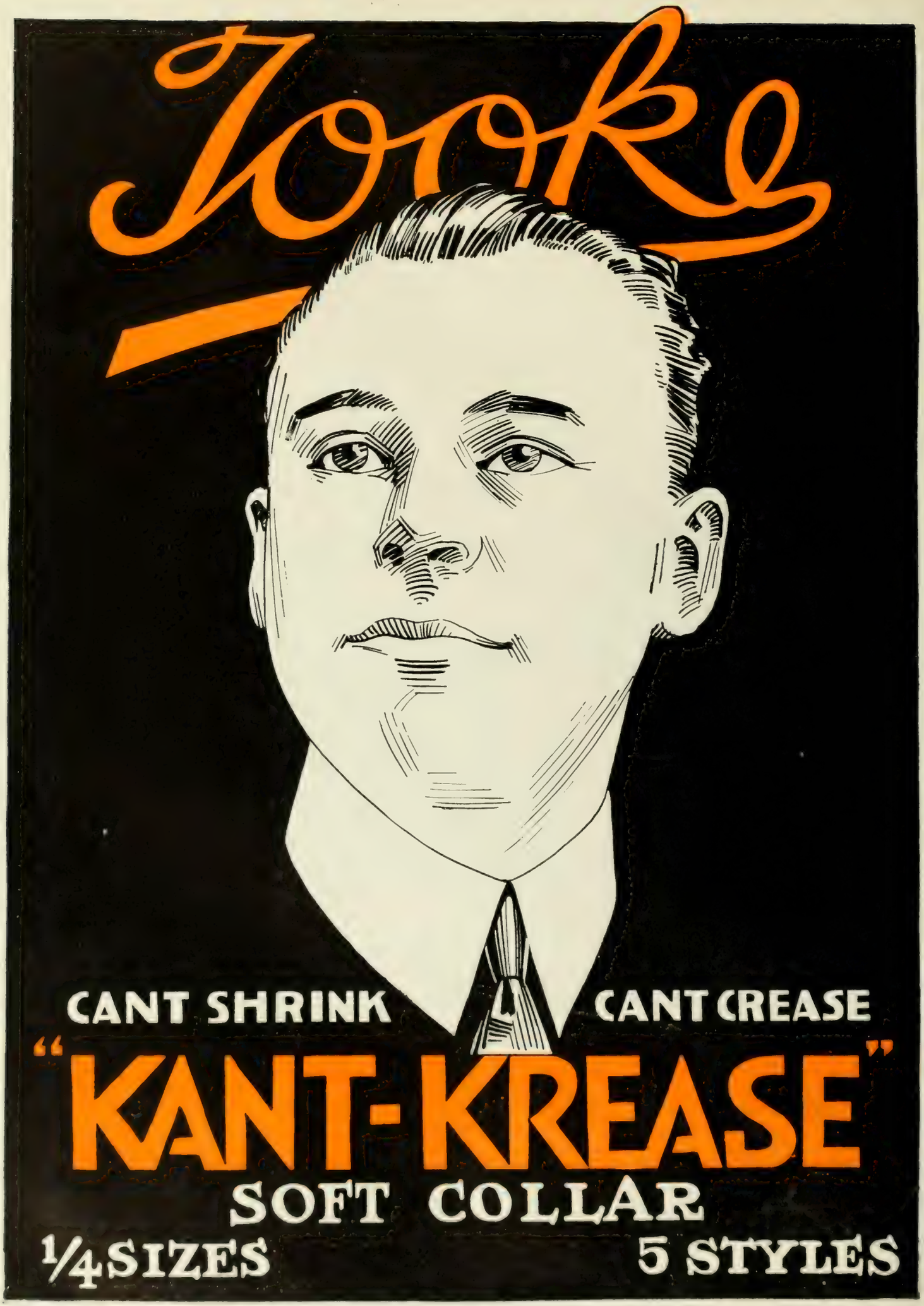
Stock up now for Fall. It is out of the ordinary value that turns the casual customer into a regular one. Broadway Brand Clothes are so smart, distinctive and excellent in wear that they cannot but please your customers.

Whether MADE to MEASURE or READY MADE Broadway Brand Clothes are tailored from the very best of materials, this insures both Merchant and Customer receiving the greatest possible value.

Now ready for Immediate Delivery, Overcoats for men and young men, a full range of sizes in all materials at such remarkable values that inspection will provide a fast clearance.

Now located at **50 York Street**

RANDALL & JOHNSTON, LIMITED
TORONTO


Zorke
CANT SHRINK
CANT CREASE
"KANT-KREASE"
SOFT COLLAR
1/4 SIZES
5 STYLES

MEN'S WEAR REVIEW

Vol. XII. No. 10 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | OCTOBER, 1922

The Aristocrat of Collars

COPYRIGHT, CANADA, 1922,
BY C. P. & CO. OF CAN., LTD.

PAR

THE ARROW COLLAR
FOR FALL

Cluett, Peabody & Co., of Canada, Limited

D

FASCINATION

The Romance of a "Strand" Shirt Scene 2

Silver Gray For Spring—

You will find a nice selection in this favored shade in the Supreme range now being shown—also a good representation of Tans, Blues and other "good sellers." The Supreme line for Spring lives up to its name in regard to variety of patterns, quality, workmanship and value.

The Supreme Brand

Fine Shirts

ACME GLOVE WORKS Limited

MONTREAL

Our Spring Showing 1923

is one which fully merits the high reputation already gained by

C. N & R Clothes

Service gives you quality in special order tailoring at moderate prices. Each garment is individually cut and made up in custom-tailored principles.

WOMEN'S
CAMBRIDGE ULSTERS

smartest, most perfectly tailored of all sport coats. Tailored like a man's, but with many extra refinements of style, fit and finish. Order early for these are big sellers.

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

Overcoat Season Is On

The merchant who keeps his overcoat stock complete at this time—does not permit any of his sizes to run low—carries a full line of patterns and colorings to satisfy the desires of every taste —is the merchant who will procure the profits that go with increased sales.

Your Opportunity

In no department of trade will this react more than on the clothier. To enable you to cope with the unexpected and heavy demand of the Fall season our Special Order Service is placed at your disposal. This assures you prompt delivery of the highest quality materials in stylish, made-to-measure clothes.

Write us about it

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

ANNOUNCING The ARROW SHIRTS for Spring ~ 1923

A VERY strong showing of styles in fabrics, color combinations, and patterns that are entirely new and distinctive. It is a line that will appeal to dealers who seek shirts that will give their customers the greatest satisfaction and service at reasonable prices. AND NOTE THE FEATURES IN ARROWS ON THE PAGE OPPOSITE →

CLUETT, PEABODY & CO.

MONTREAL TORONTO

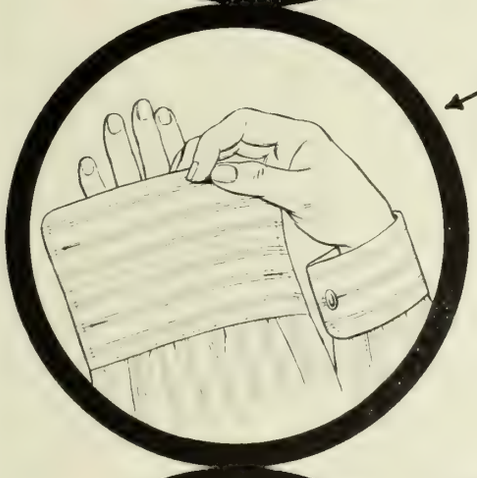
D

ARROW SHIRTS

Assure sales leadership to the retailer, impart to his shop that authoritative stamp of correctness and cements the tie that binds dealer and customer in pleasant relations.

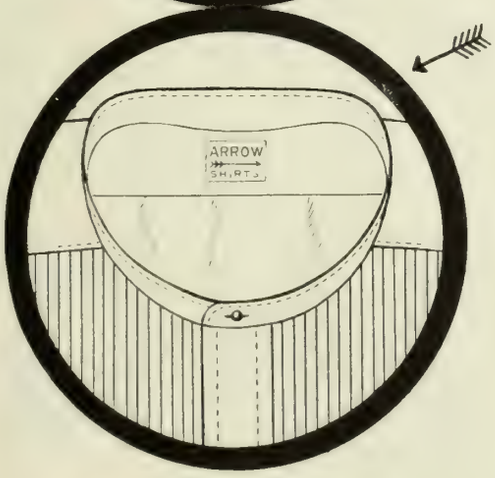
Shirt Sleeve Lengths

Not one or two—but a complete range to each neck size. This assures perfection of fit, and that always carries good will to the man you sell.



Double-Wear Cuffs

Practically doubles the life of the shirt, halves the laundry expense and is a feature that can not be overlooked. The cuffs look as well one side as the other.



Pre-shrunk Neckbands

Every neck band is made of cloth that has been scientifically shrunk by the Clupeco process before being made up. This assures permanent neck-fitting qualities.

Other FEATURES

And the colors are fast. The body patterns scientifically correct, the workmanship the best that has ever been produced in Canada.

OF CANADA, LIMITED

WINNIPEG VANCOUVER

D

H. S. Jacques, Chief Designer and in charge of manufacturing, John W. Peck & Company, Limited, Montreal.

Peck's

The Jacques Touch That Means So Much

—the difference between garments of average merit and clothes that have character, an individuality all their own—that is the "Jacques Touch." It is exemplified in the Peck range for Spring 1923 now being shown, a line that will grip your interest, the offering of the largest modern clothing organization in Canada. No keen buyer can afford to miss a careful inspection of the range.

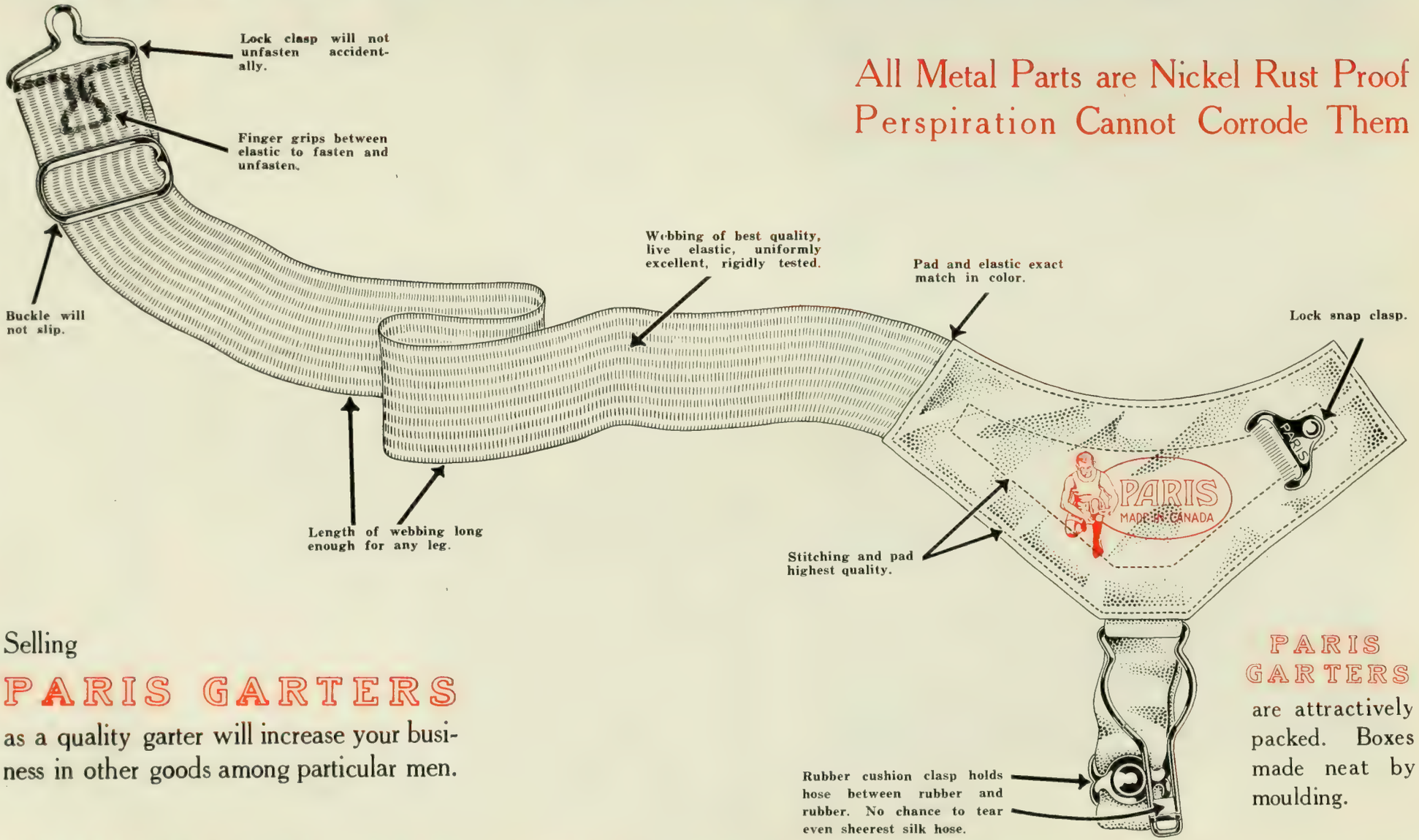
CLOTHING

JOHN W. PECK & COMPANY LIMITED

MONTREAL WINNIPEG VANCOUVER

PARIS GARTERS No Metal Can Touch You

are the standard quality of the world's garters — It is perfection in small details that makes them famous


Lock clasp will not unfasten accidentally.
Finger grips between elastic to fasten and unfasten.
Buckle will not slip.
Webbing of best quality, live elastic, uniformly excellent, rigidly tested.
Pad and elastic exact match in color.
Lock snap clasp.
Length of webbing long enough for any leg.
Stitching and pad highest quality.
PARIS
MADE IN CANADA
Rubber cushion clasp holds hose between rubber and rubber. No chance to tear even sheerest silk hose.

All Metal Parts are Nickel Rust Proof
Perspiration Cannot Corrode Them

Selling

PARIS GARTERS

as a quality garter will increase your business in other goods among particular men.

PARIS GARTERS

are attractively packed. Boxes made neat by moulding.

DOMINION SUSPENDER CO. LIMITED, NIAGARA, FALLS, Canada

This is an actual unretouched photograph of a group of our $15 suitings. We have many patterns to select from at this price.

In your town—

There's a market for medium-priced made-to-order clothes

Suitings
and
Overcoatings
$15 to $40
(to dealers)

Meet this demand with Berger "Clothes of Quality"—there are some 300 patterns to select from, new and up-to-date in every particular.

"Clothes of Quality" are the best value in Canada in medium-priced made-to-order clothing. They are sold at prices that give you a good profit.

Investigate now. There are several districts still open for good representatives.

If our traveller has not yet visited you, write us and we'll make sure one calls shortly with our complete line of samples for Fall and Winter.

The Berger Tailoring Company Limited

Makers of "Clothes of Quality"

256 Richmond St. W. - - Toronto

"If from Fels it Sells"

FELS LIMITED

Announce

"THE SEMCO"

A new patented rainproof utility coat for immediate Fall and early Spring. Made from a new fabric of very soft material—having splendid appearance and unusual warmth.

The Coat for

Spring, 1923
and
Immediate Fall

This model comes in two shades of fawn, light and dark, and is fully guaranteed by the maker.

Our "Prince" Overcoat

All "FELSPRUFE BRAND"

Garments are made from the finest of English fabrics and possess the highest degree of workmanship.

Write Us

FELS LIMITED

Phillips Place Building - Montreal, Que.

Are You Going to Handle Merchandise at a Price or Are You Going to Handle the Best Goods?

GET OUT OF THE RUT

and write for the agency of the Dutchess Trousers.

Dutchess trousers are cut and tailored by experts from the best materials.

Their values are incomparable and their fine appearance sells them on sight.

The guarantee shown below is one that is absolutely lived up to. If there is any doubt in a customer's mind the merchant is at liberty to give $1.00 in cash or a new pair according to the guarantee.

All merchandise is thoroughly tested before leaving the factory.

Range from $2.25 to $8.00 per pair.

made in all trouser material.

Write our nearest representative for exclusive agency proposition for your town.

Dutchess Trousers Warranty

10c. a Button - $1.00 a Rip.

You may buy a pair of **Dutchess Trousers** and wear them for **Two Months.**

For every suspender button that comes off we will pay you **Ten Cents.** If they rip at the waist band, we will pay you **Fifty Cents.**

If they rip at the seat or elsewhere we will pay you **One Dollar** or give you a **New Pair.**

MR .....

DATE .....

THE DUTCHESS CLOTHING COMPANY

136 Simcoe Street - - - Toronto

Maritime Provinces
Dave Bloom

Eastern Ontario
A. Campbell

Northern Ontario
Harold A. Farber

Western Ontario
Louis Minkus

City of Toronto
Fred Doilington

Fashion-Craft News on Spring Trade

OUR travellers on the road with Spring samples report a considerable increase in business. Dealers are buying freely of better quality goods to meet the evident demand, and we have already booked orders from a large number of our regular customers.

We have had letters from some of the more critical buyers saying the range of styles is the finest we have ever shown.

There are a few openings for agencies at points where we are not already represented, and our Sales Manager will be glad to hear from interested parties. A personal interview with one of our representatives can be arranged if desirable.

The dealer who carries Fashion-Craft Clothes and advertises the fact is sure of a hearty response from the better-class trade in the community. The Fashion-Craft label guaranteeing satisfaction to the wearer is a positive asset, assuring the customer's good-will and making sales easy. Its value increases with each recurring season.

Fashion-Craft Mfrs., Limited
Montreal, Quebec

FASHION-CRAFT CLOTHES

"I've Brought You *Dods-Knit* Merino"

—The Underwear that Mother Chooses—

HAVE you noticed the advertisements we are running in the daily papers with the motherly old lady choosing underwear? They are big enough to attract attention, aren't they? And they are attractive in themselves.

Take advantage of the favorable impression they are making upon the public mind. This advertising is seasonable, it is forceful, it is putting people into mind for buying warmer underwear for cool weather.

A good window for Dods-Knit would help a whole lot now. Make a display of it at the counter and don't be afraid to claim all the quality for it we claim in our advertisements. We've been making knitted underwear in Canada for fifty years.

Show them the trade mark if they want to be convinced—the D-K monogram in the double circle under the beaver.

MADE IN CANADA TRADE MARK DODS - KNIT

The Dods Knitting Company Limited

Orangeville - Ontario

For the Wholesalers and Jobbers only

Selling Agents - - **Ontario and Western Canada**

R. READE DAVIS, Manchester Building, 33 Melinda St., Toronto, Ont.

Your Reputation

is at stake. The manufacturer who furnishes you with clothing containing poor workmanship is not giving you the proper service. There should be no come back on the garments you sell from your establishment. If you sell garments and your customers are not satisfied, your trade is injured.

Why don't you avoid this and insist on getting clothing that will give your customer complete satisfaction. You can rely on Leishman Made-to-Measure clothing.

Wm. H.
Leishman & Company
Limited
192-4 Spadina Avenue
Toronto

Makers of the best Tailored Garments for men

LACE GOODS CO. LIMITED

How is Your Handkerchief Stock?
Sort Up Now for Fall and Christmas Trade

We are placing before the trade a complete range in Handkerchiefs for Men and Boys. Give us the opportunity of showing you this immense variety in Linen, Cambric and Colored Borders. Our prices will attract you.

Get our QUOTATIONS on Men's LINEN and LAWN INITIALS. All boxed in Quarter and Half Dozens. If you stock any Ladies' Lines for Christmas selling, we have the most attractive range to be found in the trade, put up in great variety of fancy folds in ¼ or ½ dozen to a box.

Values absolutely right. Write and our traveler will call, or we will send you a small assortment on approval.

"The Handkerchief House of Canada"

LACE GOODS CO. LIMITED

79 WELLINGTON ST. WEST, TORONTO

Buy your Gabardine and Covered Coats from Schwartzman Bros.

We design and manufacture all coats in our own factory—which means real garments that will increase your sales, as they give satisfaction to all.

It will pay you to investigate before placing orders elsewhere.

Schwartzman Broz.

Phillips Place Bldg. MONTREAL

Our representatives are now showing

"Barriecloth" Ulsters

"Barrie" Pants

Fur Collared Beavercloth Men's & Ladies' Coats

Sheep Lined Coats

Mail orders and enquiries will receive our prompt attention.

Also Manufacturers of

"Arctic" Buffalo Robes, Auto Rugs, Gauntlets, Mitts, Gloves, Astrachan Cloth, Wristing, Fleece Lining, etc.

THE ROBE & CLOTHING CO. LIMITED

KITCHENER, ONTARIO

Announcing

The New Make of

ATHLETIC UNDERWEAR

A·T·R

LEG-O

PAT. NO. 173002

NOTE THE FEATURES

Made in a manner which allows more ample opening in back assuring added comfort.

Buttons for back opening placed in position for more easy adjustment.

Blouse effect on shirt portion prohibits any strain on garment when bending over.

Properly proportioned—cut oversize—not skimped to save material.

Details in make above the average; neatly seamed, strongly made, buttons sewn on to stay.

Made in the most saleable materials to retail profitably at popular prices.

Your customers will like this garment and always return for more of them.

PRACTICAL :-: COMFORTABLE :-: COOL

A. T. REID CO. LTD.

TORONTO

Sole Manufacturers for Canada.

BEFORE and AFTER

Before
Installing
"NEW WAY"
Equipment

After
Installing
"NEW WAY"
Equipment

THE ABOVE photographic reproductions show the possibilities afforded by the adoption of the *NEW WAY* System. Here is a store that was struggling along for an existence, handicapped by the old fashioned methods of merchandising. The uninviting gloomy appearance was retarding sales and the antiquated conditions resulted in lost motion and tremendous depreciation.

"NEW WAY" Equipment transformed this store into a modern up-to-date establishment that now commands the patronage of the best trade in town.

NEW WAY designers do not lose sight of the practical things in providing for unusual effects. The increased capacity afforded by the *NEW WAY* System provided ample space to accommodate all the stock that had been carried on the second floor, bringing all departments to main floor.

Install "NEW WAY" Equipment in your store and be assured of equally gratifying results

The *"NEW WAY"* System is completely manufactured in Canada and protected by Canadian patents. Do not be deceived by unscrupulous imitators who claim to give you equipment equal to *NEW WAY* under spurious names. They are only copying the outward appearances and substituting on construction.

Ask us to send you our interesting booklet "What Tom told Dad"

JONES BROS. & CO., LIMITED

29-31 Adelaide St. West
TORONTO, ONT.

WESTERN BRANCH
102 Bannatyne Ave.,
Winnipeg, Man.

EASTERN BRANCH
71 Bleury St.,
Montreal

Men's Wear Review

VOL. XII OCTOBER, 1922 No. 10

What The National Retail Clothiers Association of the United States Has Done for the Retailer

Supplied Government With Information That Gave the Knock-out Blow to the Profiteering Cry—Acts as Clearing House for Trade Practices in Which 6,000 Participate—Secures Better Trade Agreements With Manufacturer—Improves Retailing Standards

Written specially for Men's Wear Review by FRED VOILAND, President of National Association of Retail Clothiers of the United States.

If Fred Voiland, president of the National Association of Retailers' Clothiers of the United States addresses the Retail Clothiers' Convention of Ontario to be held in Toronto in February, that feature alone is sufficient to bring the men of the trade all over the province to the convention. He is an outstanding figure in the clothing trade on this continent and has been for many years.

FOLLOWING the close of the World War, when there was general and widespread effort to resome normal thinking, one of the impediments to industrial peace was the unreconciled disparity in the retail price of commodities and the compensation for labor. In America, the retail clothier —along with every other retailer —was pointed out as a profiteer by venal politicians and sensational newspapers. But when the government, two years ago, began investigation of the causes for the rise and fall of commodities—including, of course, clothing—the National Association of Retail Clothiers by reason of its large membership in each of the forty-eight states, was able to place at the disposal of the joint Committee on Agricultural Inquiry, a complete and highly specialized machinery for the assembling of reliable data relative to the clothing industry. Under government direction, but solely by the Association effort, a complete survey was made of the entire field of clothing retail, covering a period antedating and including war years. This work required less than 60 days time, but when completed it not only gave to the industry a reliable resume of trade conditions, but furnished the government the statistics that set the retailer "right" before the American people. It showed that there was no retail profiteering in this country during or since the war, and the psychological effect was tremendously to the advantage of the retail clothier.

FRED VOILAND

Fred Voiland, of Topeka, Kansas, the ninth president of the National Association of Retail Clothiers, has been in the retail clothing business practically all his life. He was born 51 years ago and as a boy worked in his father's clothing store in Iowa before the family moved to Kansas in 1883 when his father opened stores in Topeka and Junction City. The business came under the direction of Mr. Voiland when his father died in 1907. During the war he was appointed chairman of the Kansas Council of National Defense and later went overseas as chairman of the entertainment division of the National Guard unit from Kansas and Missouri. Mr. Voiland has served as president of the Kansas Retail Clothiers' Association and vice-president of the National Association. He is known as the best orator in that organization and has been called upon to address state conventions in every part of the country. Mr. Voiland says he is making a big effort to arrange his affairs so that he may be able to attend and to address the Retail Clothiers' Convention here in February.

During the war period—and since—there was disposition among retailer and manufacturer to change old customs. Manufacturers, by reason of demand for merchandise, found themselves able to abrogate arbitrarily some of the trade customs of many years. When prices were rising, they allotted merchandise in such a manner as to reap the greatest return for themselves; wiped out the usual datings; arbitrarily discontinued discounts and in many ways hampered the operations of the retailer by intermittent delivery of goods. It is unnecessary to review things we are all very desirous of forgetting. But to get back discounts and terms is not the work of just a few months. Our association has promulgated a uniform set of terms and discounts, and our work for the past year—and to-day—is to have this set of uniform terms and discounts adopted by all manufacturers. It is being accomplished by a co-operative effort not possible without organization.

Our association last year settled over one hundred disputes between buyer and seller, avoiding law-suits and damage to the retailers' credit, and otherwise promoting good feeling among men who should be friends.

One of the great advantages of the National Association is the teaching of technique and best trade practice to employees. This was accomplished by the promulgation of a code of business ethics dealing with fundamental principles of commerce. Amplification of this code opens up the field of salesmanship, advertising, and knowledge of textiles.

Over one hundred different activities are within association purview. Window trimming, advertising, store construction, distribution costs, are a few. Constantly widening the field of labor, the organization is rapidly becoming a recognized and authoritative source of information on subjects relating to men's apparel, and is so recognized by the government and the trade generally.

Gift Selecting Service for Xmas

An Idea That Has Worked Successfully in Big Stores and Can be Used Equally Successfully by Small Ones—Some Novel Ideas Carried Out in Advertising—"After Breakfast Sales" Encourage Morning Buying

EVERY recurring Christmas finds women facing that age old problem of what to give their men folks as gifts. Men's tastes are proverbially difficult to please and women are sensitive upon the point of joking references to their taste in neckwear, cigars and so forth and so the element of uncertainty enters more or less into every transaction involving the purchase of a Christmas gift for a man. A simple expedient by means of which all such uncertainty and worry can be actually dispelled and instead replaced by a satisfying sense of pleasure on the part of both recipient and giver, has been originated by various leading stores catering more especially to women's trade and which can be easily adapted to meet the requirements of a man's store with equal success.

The plan in question has been proved an unqualified success by such important stores as Marshall Field's and John Wanamaker's in the United States, and Almy's Limited, and the Jas. Ogilvy Company stores of Montreal, each of the latter having found that service was appreciated by customers and added to business in a satisfactory manner.

Gift Selecting Service is Practical

The plan may be called simply a "Gift Selecting Service," and is carried out in this wise: A desk or specially arranged booth is provided in the store through the month of December in charge of a competent clerk with whom the names and addresses of persons to be remembered can be left. On receipt of such names this clerk sends out a letter of enquiry to each such person asking them for a list of their wants in the way of Christmas gifts. The name of the enquirer is of course kept secret. After a reasonable lapse of time, the original enquirer calls back at the store and receives the reply, after which the problem of gift selection is an easy matter.

Here is a sample of the letter sent out by stores to those persons whom someone wants to please:

"Dear Friend:

"Someone whose handwriting you would probably recognize has personally requested me to ask you to send a list of items from which a gift for you might be selected. The name of this person—I must not even tell whether it is a friend or relative, man or woman—is listed in my book by a secret key. When your reply is received, it will be given to the enquiring person who will then find it an easy matter to select a gift entirely to your liking. Please list the items that would be acceptable to you in the Reply Form on reverse side of this sheet, and return it in the enclosed envelope as soon as possible, because someone is anxiously waiting for it and may be keenly disappointed if you delay.

"Trusting that this letter will accomplish its purpose of mutual helpfulness and that you will appreciate the delicate courtesy shown by the enquiring person,

"We remain,
"Sincerely yours,
"Smith, Jones & Company.

"P. S.—You are invited to send in without charge or obligation, the names of any person whom you wish to remember. Please use form on last page. For manifest reasons, no information can be given over the telephone; all information is for the exclusive use of the inquirer."

This scheme is adaptable for use by the men's store as well as by the dry goods merchant, and the letter or leaflet sent out may bear a more masculine imprint than the above quoted specimen. Written or typed upon the store's best stationery and with or without a personal touch such as a signature by a member of the staff, such a letter will not be ignored by any recipient.

Elsewhere in this issue will be found an illustration of how the idea was worked out in the store of Almy's Limited of Montreal last year, when this service was tried out under the auspices of an enormous stork, called the "Wise Bird" which perched in a booth on the main floor of the store. Results from this plan were successful in the case of 95 per cent. of the letters sent out.

Feature Santa From a New Angle

Despite the fact that men's wear stores in general are averse to featuring Santa Claus at the holiday season, asserting the the genial saint is out of place in such surroundings, there is no denying the attraction which Santa exercises over the minds of the younger generation and their parents with them, whether he is to be found in the store or at home. The somewhat hackneyed theme of hand-shaking and present giving is not the only way in which Santa Claus can be utilized to advantage by the men's and boys' store nowadays. A little thought and preparation will result in the carrying out of more original ideas, such as was done by a Montreal store last year in the presentation of a Christmas tableau twice daily in which the participants were Santa Claus and his charming little companion, the dainty Fairy Goodwill, who accompanied him from the North Pole. This tableau was quite simple in character, the setting being the main attraction, arranged as it was in the form of a North Pole winter scene amidst which Santa sat enthroned with realistic icicles, glittering icebergs, etc., about him. Behind his throne was a small stage cleverly arranged to represent a far off perspective by means of clouds of grey and blue tulle through which a star-spangled sky with a shining moon could be seen. Every five minutes or so, Fairy Goodwill crossed this little stage and waved her wand which was tipped with an electric bulb, and posed prettily behind Santa Claus who received the children seated on a rock throne. This pantomime was presented each day from 9.30 to 11.30 in the mornings and for two hours in the afternoons with the exception of Saturdays.

Novel Ideas in Christmas Ads

In connection with this Christmas tableau the store featured some especially novel advertising copy, much of which was in rhyme, particularly those items which were of interest to children. A Christmas tree filled an entire newspaper page on one occasion laden with gifts sketched from actual merchandise and shown clearly against a white space in which prices and descriptions were noted in small type. This tree bore gifts for every member of the family and across the top of the advertisement the words "The Tree Beareth Fruit According to its Root" were printed, the root in question springing from the firm's name printed in artistic lettering below.

A Christmas alphabet is another plan followed by a Montreal store in its advertising last year, each letter of the alphabet being boxed in a neat square in which were sketched several gift suggestions beginning with the same initial, together with descriptions of colors, qualities and prices. This type of copy is helpful in assisting people to select appropriate gifts.

To Encourage Morning Shopping

If a new sales idea is wanted to encourage customers to do their shopping a little earlier in the day, thus relieving congestion in the store and improving the service generally, a series of "After Breakfast Sales" might be run for awhile during December, on special days such as Mondays, between the hours of 9 and 11 a. m. at which worth-

while offers in suitable gift merchandise could be featured. This plan was found to work out satisfactorily last year when well advertised on the preceding Saturday.

Features Gifts At $1.00

An Ontario men's wear merchant informed Men's Wear Review last year that during the month of December he had featured a display of dollar gifts for men both in his window and on a seperate counter in the store. This special department was given much publicity in the store advertising and the number of sales of these dollar gifts was far beyond what would have been sold in the ordinary manner. The secret of this idea lay in the attractiveness of the display, artistic boxing and the fact that the merchandise was not of the ordinary kind but possessed ditinctiveness due to the fact that no duplicates of any goods were shown during the same week.

Women's Hosiery In Men's Store

A feature of several men's wear stores during the weeks preceding Christmas is the introduction of certain lines appropriate as gifts for women, reversing the usual order of things, but according to those retailers who have tried out the idea, the demand for women's hosiery and handkerchiefs was away beyond expectations. It was found best to box three pairs of silk hosiery or half a dozen linen handkerchiefs, both initialled and plain, and care was taken to assist the purchaser in the matter of choice. In every case where no color was specified, black hosiery was recommended as being safest. One store followed the plan of advertising its gifts for women: "Hand embroidered clocked hosiery of glove silk, sizes 8½ to 10, all colors, packed in white satin paper boxes initialled in gold to individual requirements if ordered before December 18th." The initialling was a simple matter, being merely conventional monograms formed of ordinary gilt letters which are supplied with glued backs. These form an effective and individual decoration and have the merit of being less stereotyped than holly covered boxes. The store name was printed on the inside of the cover.

A Montreal retailer added this suggestion with regard to Christmas advertising: "Be sure to stress the fact that a man prefers the kind of presents that come from a real man's store and which have the mannish touch not to be encountered in gift shops and the like. I believe in driving home some such slogan as 'Buy Men's Gifts At a Man's Store,' for it carried a lot of weight with women customers."

The store which caters more particularly to boys will find the time honoured Santa Claus reception as perennial as ever. Letters from the genial Saint begun in the store's advertising during the first week of December and timed to end with the spectacular arrival of Santa in town around the middle of the month should raise the kiddies' interest to a pitch of excitement which will be doubled if a reception is carried on right in the store window where an appropriate chimney piece setting is used. This is a favorite method with the Oak Hall store of St. John, N. B., which is headquarters for Santa Claus annually, with ever increasing success. The youngsters come from far and near to shake Santa's hand and do not fail to leave letters with him containing requests for gifts on Christmas morning.

"THE WISE BIRD"

How this was used by Almy's during their last Christmas trade is told in the accompanying article.

Fred Voiland, of Topeka, was elected president of the National Association.

McClockin Twins have opened up a new business at 1184 Bloor street west, Toronto.

The National Association of Retail Clothiers of the United States went on record as unalterably opposed to any legislation that will tend to increase the cost of clothing.

It is estimated that over 100,000 people attended the style show in New York during the week of Sept. 11th. New York is working for an annual or semi-annual show of the same character.

J. E. McCann, who has been connected with the W. E. Sandford Manufacturing Company, Limited, of Hamilton, has severed his connection with that firm to assume the duties of secretary-treasurer of the Superior Cap Company, of that city. Prior to giving up his position, Mr. McCann was presented with a purse of gold by J. J. Greene the managing director of the company, in recognition of his services.

Gift-Giving at Christmastide is a Custom That Will Endure as Long as The Heart of The World Throbs With Sentiment.

Showcards That Reflect the Holiday Mood Hold Essential Place In Xmas Plans of Every Merchant

Commencement of the Yuletide Season Makes it Necessary for a Store to Give a Quality and Cultural Association to Its Merchandise That Will Interest, Attract and Persuade Gift-Seeker

GIFT-Giving at Christmastide is a custom that will endure as long as the heart of the world throbs with sentiment. And because of that happy circumstance, merchants at this period of the year are becoming radiantly interested in ideas and suggestions which will direct the eyes of shoppers to their establishments. Countless are the arrangements of practical, workable plans, but here we are going to discuss a method which forever holds an original interest and a new charm—the decorated Christmas showcard.

Marks of Christmas-Gift Store

You can tell the wide-awake appreciated Christmas-gift store the minute you cast eyes on it. It is the store where the stocks are in holiday mood and where the vigor of the season is observable in the showcards placed throughout the interior and in the windows. Such cards as are fascinating beyond the ordinary are the perpetual accomplice of the merchant at Christmas time.

The rare art of emphasizing the Christmas spirit in and about the store does not hinge upon the lavish display of wreaths and hanging garlands painted on full sheets and banners and stretched from pillar to post; rather, its success lies with the little things, well and artistically done.

Some Christmas showcards before which the writer has been tempted to halt and admire are examples of patience and slowness beyond comparison. Excellent to be sure, yet happily not indispensable since showcards of that type are hardly within the reach of many stores if desired.

Some Samples

The showcards illustrated in this article are representative of current offerings of manufacturers. By examining them, you not only can familiarize yourself with noteworthy ideas and apt phrases but you very probably will find something which can be applied to your own store. Designed, colored and lettered in all their details and all their aspects these showcards possess the hue of Christmas which makes an instant Christmas appeal to the aesthetic taste. They project the desired atmosphere.

The accompanying article by Jalexo was written especially at the request of Men's Wear Review for this Christmas Merchandising section. For this one month his regular article on showcard writing is dropped, but it will appear as usual in the November issue.

The showcard which implies "Everybody is going to find some hankies under the Christmas tree" ought to say so with, perhaps, a touch of holly for effect. Similarly, the suggestion of artistic refinement as showcards attesting other merchandise can be made through a variety of symbolic illustrations.

In the showcards reproduced herewith the ornament obeys a splendidly balanced rhythm. The illustration "A" shows a card 11 by 14 inches with the inscription "Gifts that truly express A Merry Christmas." The word "gifts" is in showcard writers' script and executed in holly green. The body matter is in lower case Roman and is done in flat black. The candlestick decoration shows a rich red holder with a white candle emitting yellow rays and flame. The whole is on a pale green card finished with a thin green border to match the caption. The ensemble is at once attractive, likeable and Christmassy.

Second Example

The showcard "B" reads "Holiday hints of beauty and practical utility" and is pleasing without being crowded. The caption is in Egyptian block italic done in black with a red initial "H" in the holiday. The body matter i Ro-

man in black. The tree is of evergreen shade showing red, yellow and blue candles thereon. The pot is red for a contrasting bit of color. The whole is on a white card finished with thin red border.

"C" showcard is the ever-popular holly wreath ornament with its flutter of red ribbon. The inscription, "Suggestions brimful of Christmassy remembrance" is modified Roman executed in black to contrast with the decoration. The whole is on a light gray card finished with the red border, an unusually interesting display.

"D" showcard 11 by 16 inches which is unsurpassable in layout and coloring. The wording "Gifts that delight the recipient" is done in holly green. The poinsettia, unrivalled among the decorative plants, is done in natural colors. The iridescent red of the bloom provides color balance for the entire card. Holly leaves are in a pale, shadowy green which does not detract from the lettering. The whole is on a white card finished with a thin light green border.

Colorful Specimens

The quartet of showcards above described are colorful specimens of a practical and positive kind. Through their emotive appeals they catch the fancy and pleasantly urge the gift-seeker to do his Christmas shopping here and now. The card writer who desires beauty combined with simplicity will find that in following the examples herewith described he will experience no difficulty in achieving his aim completely.

A new departure for the D'Allaird Manufacturing Company, is the making of lingerie. All of the twenty-one retail shops will carry high-grade silk undergarments.

A Christmas tree of handkerchiefs was the novel display featured by Henry Morgan & Company of Montreal, for one of their displays last year. Holly wreaths and streamers of holly ribbon lent a cheery note to this snowy setting.

FASHION PARADE IN ST JOHN, N. B.

A highly successful fashion revue was held last month at the Provincial Exhibition, St. John, N. B., under the auspices of a number of leading dry goods and furriers' establishments, at which local girls as well as professional models presented the latest in ready-to-wear and wraps as a feature of the event.

The revue was staged most artistically in the Amusement Hall of the Exhibition Buildings, and reflected great credit upon those in charge of the arrangements. Among the firms exhibiting models at the revue were F. W. Daniel & Company, Scovil Brothers, F. A. Dykeman & Company, F. S. Thomas, H. Mont Jones, Marr Millinery Company, Waterbury & Rising and others. The revue occurred each evening during the entire week of the Exhibition and drew large crowds of interested spectators.

"All That's New--That's All"

Slogan of New Orpheum Men's Wear Shop Which Dave Livinson Has Opened in Montreal—Second Theatre Lobby Store Opened Under Joint Management of Mr. and Mrs. Livinson—Interior in Mission Green—Service to His Customers

TRIG and trim and built for business is the compact little haberdashery just opened this month in the Orpheum Theatre Lobby in the heart of the theatrical district of Montreal by Dave Livinson. Theatre lobbies are getting to be a habit with Dave Livinson, this being the second such shop under his management, and the only two of this description in the city of Montreal. Shop number two is strategically situated in another sense, since it confronts the largest Childs' restaurant in the city, a fact which to the initiated means a constantly crowded thoroughfare at all hours of the day. Just across the street furthermore, is the Princess, noted as the snappiest vaudeville show in Montreal, so that all told, the "locale" chosen by this enterprising haberdasher is in the very vortex of the business and amusement life of Canada's largest city.

Cosy and compact the new shop is, with not so much as an inch of space wasted. So laid out that it can stow away an amazingly big stock yet not a sign is evident of overflowing boxes and superfluous piles of goods protruding above counters or under shelving. On the contrary, from the neat little tiled front entrance of polished red squares leading into the cosy interior with its unusual equipment, designed and placed by Dave Livinson himself, the epithet "trig and trim" is justified.

Interior of the "Orpheum Men's Wear Shop" just opened by Dave Livinson, of Montreal. Clever use of space is made in every part of the store, especially with regard to the use of the glass drop covers as extensions to the counters. The T stands are permanently screwed in place and all goods can be reached from either side of the showcases.

Interior Done in Mission Green

Theatre lobby shops must perforce be fairly compact in size but probably never was space so scientifically laid out to the best advantage as in the case of this new establishment. Even the 26 feet of window frontage is utilized above, underneath as well as within, to provide store room for stock which thereby leaves the central part of the shop entirely free and unobstructed. The severely plain mission green woodwork in which the fixtures are carried out is unusual in effect but is exceedingly appropriate in this atmosphere. The windows also are done in mission green woodwork, including the background, floor and unit divisions, which by the way, are designed to act as stands for merchandise as well as for the purpose of dividing the displays into some ten sections. The floor of the shop is tiled in white, and the ceiling is panelled in hardwood, while the entire front and tops of all the fixtures are of glass, permitting a clear view of all goods from every point.

Removable Shelving Expedites Service

All round on three sides of the shop are ranged display cases designed on the drop front bookcase idea, the shelving being removable trays, each of which can be lifted on top to show a range of goods more easily.

Goods can be got at from either back or front without disarranging the display in the least. Everything—shirts, neckwear, hosiery, handkerchiefs and so on are thus arranged, while the top layer of all acts as a permanent display as well as a counter. At intervals along the edge of the rim which holds the glass sides of the fixtures together are screwed medium sized T stands finished in antique brass, on which neckwear is shown. These stands are thus immovable and are not likely to be pushed across the glass, thereby scratching it and possibly upsetting the stands. The back walls on three sides are faced by glass encased shelving along which stock is neatly and harmoniously ranged. A triplicate mirror alcove for fitting headwear is found at the left of the front entrance and cleverly conceals a roomy cupboard for stocking umbrellas at either side of the mirrors. Drawers beneath contain a large stock of handkerchiefs, ranging in price from two for a quarter up to the very finest imported silk novelties priced at several dollars. On the right is the cash register and desk space, while in the centre of the store is a rather unusual island display case for showing smallwares, fitted with downward slanting shelving, permitting the entire range of jewellery, etc., to be seen at once. The smallware section of the store, incidentally, is one of the busiest, due possibly to the presence of a barrel full of collar buttons in one of the windows, suggesting the purchase of these handy little necessities in bulk.

Two Systems of Lighting

The lighting is another feature of the Orpheum Men's Wear Shop, as it is to be henceforth called, for both windows and interior are lit by an interchangeable system from indirect to ordinary electricity according as the day be dull or very sunny. At night the powerful lights burn till midnight when they are replaced by the ordinary style which burns all night long in both store and windows.

Owing to the extra entrance leading off the lobby proper to the store, considerable business is done with theatre patrons who have come to secure tickets for a future performance. According to Mr. Livinson this class of patrons re-

(Continued on next page)

"ALL THAT'S NEW—THAT'S ALL"

(Continued from previous page)

quire and appreciate special service, particularly in regard to prompt delivery of goods, and a messenger is kept in readiness to deliver goods at any time wanted. Women form a goodly percentage of Mr. Livinson's customers and have been quick to appreciate the type of merchandise carried as well as the cordial, hospitable atmosphere of the store itself. Later on, it is proposed to carry certain lines of goods for women themselves, such as fine tailored sports shirts or blouses or mannish gloves, etc., such as are so difficult to secure outside specialty shops.

Considering the space available in the new store, the resourcefulness displayed by Mr. Livinson in utilizing every nook and corner is a remarkable demonstration of the art of making a lot out of a little. Says Mr. Livinson, "We propose to operate this new store on a turnover policy by selling fast and keeping the stock moving every hour of the day. Just as the modern apartment with its small rooms is designed to give the maximum of comfort by various ingenious means, just so have we succeeded in using wall and floor space for storing goods in a way never before tried. I have endeavored to make the shop different, individual and attractive, to have the equipment in keeping with the character of the surroundings, yet not over obtrusive, and I intend to feature the smartest haberdashery it is possible to buy at really moderate prices. All that's new will be found here just a little bit sooner than you would expect to find it."

An Apt Slogan

Such is the future policy of the Orpheum Men's Wear Shop, which has adopted as its slogan the catchy phrase, "All That's New—That's All." Labor Day, the 4th of September, saw its official opening at which all the leading manufacturers of men's wear were especially welcomed, and everything was found in readiness for a successful Fall season. The gayly striped green and yellow front and the big sign with the raised lettering always used by Dave Livinson, were spic and span in shining paint just fresh from the hands of the decorators, and quantities of fall flowers made holiday within the shop itself. Such was the auspicious debut of the newest store on Montreal's gay white way, a store which is going to become known for its individuality, just as its predecessor at the Gaiety Theatere lobby has become known, and to both Mr. and Mrs. Livinson, under whose joint management the twin stores will be conducted, good wishes are being extended for the future success of both enterprises.

President R. F. Fitzpatrick of the Ontario Retail Clothiers' Association attended the convention of retail clothiers of the U. S. recently held in New York. Mr. Fitzpatrick proposed the formation, in due time, of an international association of retail clothiers.

Operating Expenses of Dept. Stores

Harvard University Research Shows Cost of Doing Business Higher in Percentage of Net Sales in 1921 Than in 1920—Salaries and Wages, Rentals and Advertising Cost More—Average Cost of Operating 27.8 Per Cent.

HARVARD University Bureau of Business Research has just issued a bulletin dealing with the operating expenses in department stores in the United States and Canada. The summary deals with 301 stores whose aggregate business approaches the half billion dollar mark. The bulletin states that the cost of doing business in department stores was higher in percentage of net sales in 1921 than in 1920, the chief items accounting for this increase being salaries and wages, rentals and advertising. The gross margin between the cost of merchandise and the sales was slightly higher in 1921 than the preceding year, but the difference was less than the increase in the total expense, consequently the average net profit—the common figure for which, during this year of depression was nine-tenths of one per cent.—was lower in 1921. It is worth noting, however, that department stores showed a net profit whereas the retail shoe trade, jewelry trade and wholesale grocery business each showed an average net loss for the year. The increase in net sales over the former year was 4.3 per cent.

Definitions

The bulletin defines net profit as the amount that remains over and above all expenses, including the salaries of the proprietors or partners, rent of the store whether owned or leased, and interest on the firm's net investment as well as interest on borrowed money. It is to be noted, however, that Federal and State income taxes are not included in expense before net profit is determined but are rather a deduction from the net profit.

The common figure for net profit is not an arithmetical average but is obtained by statistical methods to give the most representative figures, not thrown out of line by exceptionally high or low figures from any individual store.

It is of interest to note the various items in operating expenses, which total 27.8 per cent. The common figures for the several items are as follows:—Salaries and wages, 15.4%; rentals, 2.4; advertising, 2.4; taxes (except on buildings, income and profits), 0.6; interest (on capital, borrowed and on capital, owned), 2.3; supplies, 0.8; service purchased (heat, light, power, delivery), 0.6; unclassified, 1.2; traveling, 0.5; communication, repairs, 0.2; insurance, 0.4; depreciation (losses from bad debts and other depreciation), 0.5; professional services, 0.1, making a total of 27.8 per cent.

In comparing operating expenses of 1921 with those of 1920 it is pointed out that the increase took place in three main items—salaries and wages, rentals, and advertising. For the firms reporting for both years, salaries and wages in 1921 were higher by an amount equal to 1% of net sales, rentals by an amount equal to 0.5% of net sales, and advertising 0.3% of net sales.

A rapid rate of turnover, according to this report, has its compensation. It is pointed out that the stores which, in 1921, turned their stock less than 2.5 times had a common total expense figure of 29.5% of net sales and an average net loss of .8%, while those that turned their stocks 3.5 times and over had a total expense of 27.1% and a net profit of 2.3%.

Hyde & Halliwell, British importers, have moved into larger quarters at 3 Wellington St. West, Toronto.

Sir Thomas Glen-Coats, Chairman of the J. & P. Coats, Limited, thread manufacturers, who died on July 12, left an estate valued at £1,800,000.

The Welland Cotton Mills, Ltd., with an authorized capital of $1,000,000, and head office at Welland, has been incorporated for the purpose of manufacturing cotton yarns. The first of two units will be erected shortly, and will be devoted to the manufacture of coarse cotton yarns, suitable for carpets, rugs, hammocks and general cotton knitting trade. In this unit the company will also manufacture hose and belting duck and the minimum capacity will be 3,300,000 lbs. of finished goods per annum.

HAVE ORGANIZED A NEW FIRM

The Dutchess Clothing Company is the name of a new clothing firm that has been organized in Toronto, a firm that was formerly known as the Barrett Clothing Company. This new firm is making a specialty of the Dutchess trousers concerning which there are some features of interest to the trade. The most careful attention has been given to the workmanship in these trousers and actual tests have failed to break the stitching even when two able-bodied men take hold—one on each leg—and try to break the stitching. It is equally impossible to tear off the buttons. A written guarantee is given with each pair of trousers to protect the wearer against anything that is not claimed for this merchandise by the manufacturer.

Men's Wear Review

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Ready for Christmas

GREAT battles, be they military, political or commercial, were never won without a good deal of careful and painstaking preparation. The greater the stake, the nearer the leaders of the campaign get to the problems which bring the victory within their reach. For, on the final issue of the battle depended the home and the happiness and the all, not only of the leaders, but those who helped to work out the plan after the plan had been worked out.

It is somewhat of this same spirit that the men's wear dealer should approach the Christmas season now only a few weeks off. There is nothing that a dealer should get closer to than his business, for in its success is involved his future, his home and happiness. To be false to his business is to be false to a great trust and to be unfaithful to all that is committed to his care.

The Christmas season is one of the most profitable of the year. The time to lay plans for the selling campaign is now. There is certainly no dealer too small to make some special effort to give the kind of service that is most appreciated during the Christmas rush. For it is essentially a time when customers who are making selections quickly are looking for service. Well executed and attractive showcards can be made to take the place of salesmen many times if they convey the proper information as to style and price. If the retailer will make arrangements through a mailing booth to attend to the dispatching of the presents which customers may select he will give a service that will be greatly appreciated and much used. Every salesman should be quick with suggestions for presents for different members of the family or for the "best man" of many a young lady who will want something for "him." Everything that will contribute to the ease and facility with which gift selections can be made and sent to their ultimate destination should be taken into consideration by the dealer when planning his Christmas campaign. If the dealer is sometimes disposed to regret the amount of business that drifts to the larger department stores at this time of the year, he might well study the several services that are given by the department store at Christmas. It is these services which entice customers and which send them away satisfied.

The Granny Service

THERE is a simple service that has been given by some of the American stores at Christmas called the "Granny" service. "Granny" is a lady, costumed to suit the name, who occupies a desk in the store. Her task is to render assistance to people who want to give a present to a friend but who do not know what that friend wants. Or, having decided on a present, the donor may not be sure of the size or the color or some other little detail about it. "Granny" will find out. She gets in touch with the friend whose friend is desirous of giving a gift at Christmas. She frankly asks if the friend would mind enumerating a number of gifts that would be acceptable as a Christmas gift and intimates that there is someone who really wants to know. There are only a few people who would not enter into the spirit of the occasion and give the information cheerfully. Or it may be that a decision has been made on a pair of gloves, a shirt, a smoking coat, but the giver is not sure of the size. Will "Granny" find out? Certainly Granny will and does.

A feature in connection with the service that should not be overlooked is that it can be made to get rid of a great many exchanges that usually develop after the Christmas season, exchanges which cut into profits and somewhat disorganize stock. The right size hasn't been given or something else has been given that is entirely unsuitable to the person receiving it. There are some stores that make a point of promising exchange if the gift is not suitable. Through the judicious use of the "Granny" service many of these exchanges could be avoided. It is a service worth considering, especially because there are many women in search of gifts for their men-folk at this time of the year who are in a considerable quandary just what to give them, and, having made a decision on the article, are uncertain about some of the details of it which are unimportant to her but quite important to the retailer.

A Wise Move

RETAILERS all over the country will follow with a good deal of sympathetic interest the efforts of the style committee and the committee from the National Designers' Association to arrive at some mutually beneficial arrangement whereby the cost of alterations may be cut down in the clothing business. Their meeting in January when designers will submit a certain number of models for Fall and Winter 1923-24 for the approval of the style committee is a new development in the clothing industry of this country. The style committee, being made up of retailers, feel that they can pass along some useful suggestions to the designers about models because they get closest to the ultimate consumer. On the other hand, the designer believes he can pass along some useful pointers about alterations which will cut down the cost considerably.

Nothing but good can come of the combined efforts of the two organizations to improve conditions. Co-operation between all branches is always desirable; the exchange of ideas cannot help but be helpful.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

THEY'RE VERY STYLISH. YOU CAN'T HELP LIKING THEM

EVERYTHING RIGHT—QUALITY, STYLE, PRICE

OUR IDEA—VERY STYLISH, NEW BRONZE-TONE SHADES

A TISSUE WEIGHT FELT FOR COLLEGIANS AND OTHER SMART DRESSERS

A VERY SPECIAL PRICE CONCESSION ENABLES US TO OFFER THE BEST UNDERWEAR VALUE OF THE YEAR

SCARFS IN FALL MOTIFS AND FABRICS

WE DOUBT IF EVER BEFORE SUCH FINE CLOTHES SOLD AT SO LOW PRICES

SWEATERS AS POPULAR WITH THE LADIES AS WITH THE MEN

FOR SPORT WEAR—SLIP-OVER SWEATERS, SLEEVELESS OR WITH SLEEVES

SPECIAL VALUE IN BOYS' BLOUSES

THE BIGGEST MONEY'S WORTH FOR EVERY DOLLAR YOU SPEND IS OUR GOAL

WHEN YOU BUY THESE CLOTHES YOU BUY SATISFACTION IN CLOTHES, IN FABRICS, IN TAILORING, IN PRICE

CAPS SMARTLY STYLED IN THE NEWEST FABRICS

FELTS FOR SPORT OR KNOCKABOUT WEAR

CLEVER STYLES, UNBEATABLE VALUES IN NEW FALL FELTS

COURTEOUS, PERSONAL SERVICE ALWAYS

FINE QUALITY HATS, SILK LINED

FALL HATS! MATCH ME IF YOU CAN
(Quote price)

SILK CLOCK HALF HOSE—EVERY PAIR GUARANTEED

THE TIE OF A THOUSAND KNOTS

UNUSUAL VALUES AT THIS PRICE

SOFT HATS FOR FALL—NOW IS THE TIME TO MAKE A SELECTION

IMPORTED MADRAS SHIRTS AND COLLARS TO MATCH

FASHIONABLE NEW FALL CRAVATS

IT IS EASY TO BE DRESSED IN THE HEIGHT OF STYLE IF YOU COME TO US FOR YOUR CLOTHES

THE SMART HAT STYLES FOR FALL—MANY NEW SHADES FROM WHICH TO CHOOSE

HERE YOU SEE THE NEW HEADWEAR STYLES FOR FALL

CLEVER STYLE, UNBEATABLE VALUES, DE LUXE QUALITY

ONLY A FEW OF OUR MANY CLASSY SOFT HATS

QUALITY APPAREL FOR BOYS REASONABLY PRICED

AN EARLY CHOICE OF AUTUMN WEARABLES

NEW AUTUMN FASHIONS COMBINING SMARTNESS, GOOD TASTE, ECONOMY

"Gift Adviser—Good Christmas Plan

One Store Found That the Advertiser Solved Many Vexing Problems for Gift Hunters—Featuring Gift Specials Aids the Customer to Make Quick Decisions—Display an Important Feature —Showcards Can Convey Information

CHRISTMAS season always awakens the sentiment of giving which means the purchase of gifts and the store which makes the strongest appeal to sentiment in its holiday preparations is likely to get the maximum amount of business.

The men's wear retailer should resolve to keep appropriate gift merchandise uppermost all through late November and the month of December this year and should seek out new ways and means of presenting the century-old theme of gift remembrances so that when his customers think gifts they will immediately think of men's furnishings or wearing apparel. The actual amount of ordinary buying that is done during December is negligible in comparison with that done in connection with Christmas and therefore the advice to concentrate upon goods having the requisite qualities should be heeded.

The second item of importance in connection with the holiday season is the general appearance of the store itself. It is fatal to try to save a few cents on holiday trimmings and thereby lose hundreds of dollars because customers are not coaxed into a holiday spirit by the sight of holly wreaths, big scarlet bows and the pungent odor of spruce boughs. All this is worth while, and there is no mistake made in spending time and money on decking out the store to reflect the holiday spirit. Men's Wear Review has visited many progressive stores in the course of the past year or two at this season, attracted by the sight of well-trimmed windows, only to find inside, that absolutely nothing suggested the Christmas season and merchandise seemed to be shown and sold in the customary manner prevailing the year round.

Enterprising merchants are agreed that apart from the general appearance of the store during the pre-holiday season, considerable attention should be devoted to the individual unit trims throughout the store, and one Montreal retailer goes so far as to suggest that some entirely new selling methods be adopted in order to inject the proper atmosphere of festivity and extra service which is appreciated and remembered by customers the year round.

Following out these two general ideas therefore, namely, the dressing up of the store as a whole, as well as featuring individual merchandising schemes which are different from the regular store routine, some suggestions are offered herewith which may prove helpful in increasing holiday business.

In planning the decoration of the store itself, the work must be done carefully, not hurried and finished up in a hit-or-miss effect. There must be a definite plan to follow, just as is followed out in trimming any public building or the home. In the average small store, the most effective plan to adopt is to get plenty of evergreen by the yard and run strands of it from each of the corners of the store to the centre where the ends can be gracefully caught up to the ceiling and hidden under a large bell or a huge bunch of holly. Where each of the strands leaves the wall, another length of the evergreen can be carried straight along in a dado effect to meet the corresponding strand at the next corner or else evergreen wreaths may be hung against the wall at equal distances, smartly tied with red bows. Do not overdo the use of red in connection with the evergreen, however, as too much entwining of crepe paper or ribbon tends to cheapen the effect rather than create the idea of dignity.

The silent salesmen should be lined with scarlet, white or green and may be topped by tiny spruce trees here and there. Show cards and price tickets should carry out some symbolical motif such as a lighted candle, a plum pudding, a tree or a be-ribboned parcel. Show cases that are trimmed with such effects as these should be well lighted up and filled with merchandise which is of the newest vintage, boxed attractively, varied by plenty of velvet poinsettias or sprigs of holly here and there.

So much for the general effect in the store. Equally important are the ways by which extra business can be won during the pre-Christmas season. Some of these have been suggested many times before and are well nigh threadbare from use in some stores yet are still untried by others. All of them have been tried and found to be practical.

"Gift Adviser" Aids Christmas Shoppers

One effective idea was originated last year by one store and will again be used, having proved worth while as a means of aiding women shoppers especially in the matter of gift selection. This consisted of inaugurating a modified "personal service" department in the store, in the form of a "Gift Adviser." This happened to be a salesman of wide experience and excellent judgment, possessed of tact and patience. To his lot fell the duty of suggesting to customers who were in doubt as to the most suitable present to give, gifts for different male members of the family or for friends. Under his expert guidance, wives were persuaded to select neckwear which harmonized correctly with Friend Husband's shirt or wearing apparel, rather than because the pattern looked pretty, and mothers were shown the newer things in jewellery or belts, etc., such information coming as a surprise in many cases where the lady happened to be of the old-fashioned type. The problem of the young fiancée who wished to choose something for her future husband, yet was not sufficiently certain about his tastes or size in footwear, was reassured by the fact that no matter what was selected, all gift merchandise could be exchanged after Christmas for other sizes or colors if desired. Men consulted this "Gift Adviser" also in the matter of gifts for other men, especially where they wanted to secure something unique and individual. Estimates of the cost of merchandise suitable for gifts for an entire family were also prepared and proved helpful because the prices were graduated to range from the cheaper to the most expensive kinds. The "Gift Adviser" also made a specialty of recommending gifts for women to men shoppers, and the store laid in a supply of suitable gift merchandise such as silk hosiery, handkerchiefs and certain kinds of knit goods such as scarves, sweaters and woollen hosiery to enable shoppers to purchase quickly. If desired this store offered to wrap and deliver gifts purchased there and in every case, an artistic tag or card was provided to enclose with the present if the donor did not choose to leave his personal card. All through November and December every parcel which left the store containing regular merchandise also contained a small leaflet or folder of gift ideas culled from the merchandise of the store. This was illustrated and was classified in groups under the headings, "Gifts for Men," "Gifts for Boys" and "For Her."

"Gift Specials" Cleverly Featured

Another store used a clever idea in connection with its window displays. In one window was framed the store's daily advertisement which featured a list of "Gift Specials" at attractive prices and from this advertisement red ribbons led off to different parts of the window and were tied to the very merchandise described, so that prospective customers could see the values offered for themselves. This idea was continued for several weeks, each week goods at a different price being featured. At

one time neckwear at 98 cents was a popular feature, another time hosiery at $1, while later on, a most attractive display of sticks and umbrellas made an original trim. The red ribbons of course enhanced the holiday touch.

It is a good idea to place a display of men's furnishing accessories right at the front entrance where it must be seen by everyone who enters the store. Among the goods which will sell readily prior to Christmas are men's smoking goods which may well be included as a special feature, shaving accessories and toilet articles, leather goods, including collar bags lined with a vivid contrast, handkerchiefs boxed by dozens with initials and with colored borders, golfing goods, belts and buckles and cuff links and buttons.

A Montreal retailer stated to Men's Wear Review that such a display as this invariably catches stray dollars for the reason that, costing comparatively little, a customer will often buy something out of the display as an extra gift, in addition to the one originally in mind.

Attractive Boxes Sell More Goods

This retailer advises especial care in the matter of boxing Christmas goods. "A gift well boxed is half sold," was the way he put it. Furthermore, when goods are shown on counters, he advises putting 3 pairs of socks or 3 ties into a box, instead of the usual single article. Women especially will buy three of a certain article when they see it attractively put up in a holly box and the idea of one pair of socks, for example, will appear to them to be too small a gift. Other good suggestions after this order would be a shirt and tie to harmonize, boxed together, a length of some fine shirting material, a box containing a belt and two interchangeable buckles, one with an initial and the other plain. A box containing a shoe polishing outfit and clothes brush was another gift suggestion, while a larger suggestion was embodied in a pair of pyjamas, slippers and dressing gown, for his "hours of ease." The combination gift idea proved to be extremely profitable to this store and was widely advertised with prices given in each instance, although this store does not as a rule give prominence to price tickets. At Christmas time, however, the customer is in too much of a hurry to stop to consider whether or not the merchandise loses caste by being priced, and is usually thankful for this opoprtunity of obtaining quicker service.

The small gift is not to be despised under any circumstances, and in more cases than can be remembered, the purchaser of a handkerchief will be attracted to something of more substantial character. In any case, it is advisable to encourage the idea of bulk purchases and play up the combination gift idea, which is as yet in its infancy insofar as publicity is concerned.

Scovil Bros. Limited, of St. John, N.B., had the above display at the St. John Exhibition this year. It is a clever idea, the originality of which is an attractive feature and appeals particularly to the travelling public. The booth was arranged in two sections, one to represent the waiting room of a railway station and the other to represent the baggage room. In the waiting room section were four display windows such as are seen throughout the Grand Central Station at New York. These windows were devoted to men's hats, clothing and furnishings and boys' clothing and furnishings. The floor display was used for women's suits, coats and dresses and a customs officer may be seen inspecting the wardrobe trunk. On the trunk was a card reading, "Our merchandise will stand the closest inspection." In the baggage room was a big display of trunks, bags and suitcases. The booth was painted to represent grey granite, giving a very solid and dignified appearance. P. N. Woodley, display manager for Scovil Brothers, was responsible for the effective carrying out of this display.

Workman Co. to Larger Quarters

Moving Uptown to St. Catherine Street in Finely Equipped Store

Announcement is made this month by the C. A. Workman Company, of Montreal, that they will remove their men's and boys' clothing store uptown to St. Catherine Street, West, where they are to occupy greatly enlarged premises in the new building just erected between Balmoral and Mance Streets.

This move has been found necessary in view of the fact that the Workman store has outgrown its present building at the corner of Notre Dame and McGill Streets. This present site has been occupied by the Workman firm for the past 25 years and is one of Montreal's most historic spots. History relates that several Americans were taken prisoner in the war of 1812 between England and the United States, on this spot which became known as "Recollet Gate" and later as "Workman's Corner" by which name it is still known.

The new store will be among the best equipped in Montreal, comprising three stories at one end and four at the other. Of modern design, the building will boast windows on three sides permitting a flood of natural illumination to enter the store. The interior decorating will include mahogany show cases and other equipment with a white background.

The first floor will be reserved for men's furnishings, and on the second there will be the children's department, which will include a kiddies' hair cutting parlor and dressing room. The fitting rooms will also be upstairs.

The new store will cover some 15,000 square feet of floor space and will be in readiness for business on or about October 20th.

A Removal Sale of considerable magnitude was conducted by the Workman Ltd. store all through September when a clearance of all stock was effected in both men's and boys' lines.

A prominent work shirt manufacturer of Chicago states that the retailer is rapidly learning the wisdom of small stocks and quick turnovers.

Clothing Designers to Exhibit Models for Fall and Winter 1923 for Approval of Style Committee

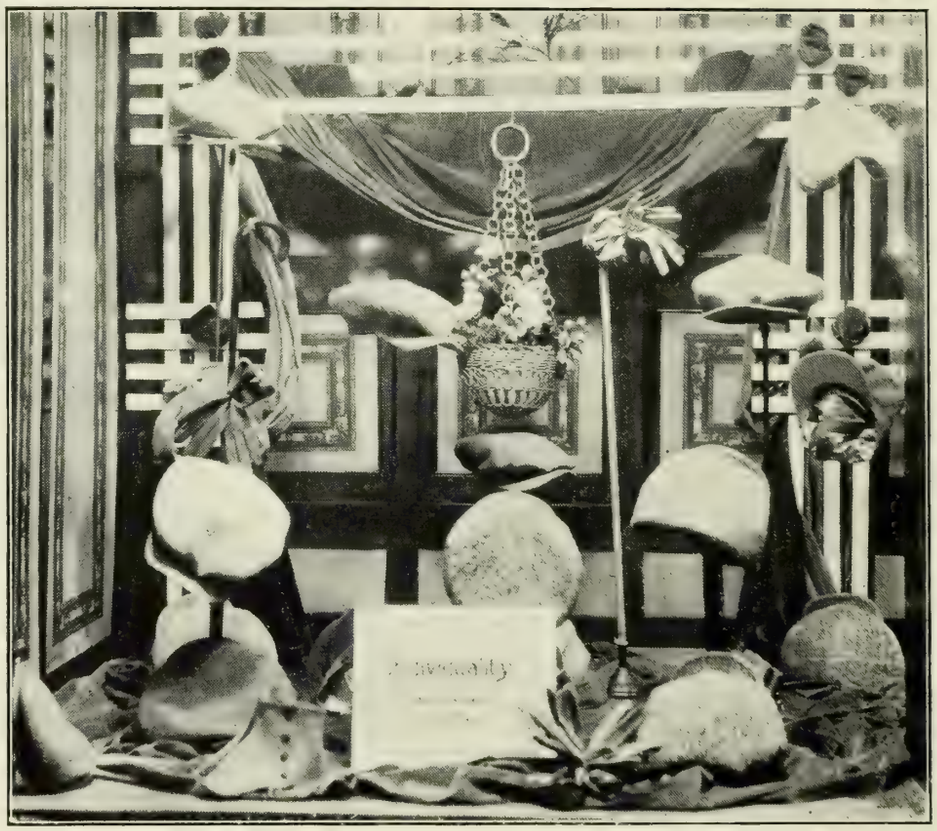
Retailers' Style Committee to Meet in January to Select Number of Models Which Will be Shown at the Convention in February —Hope to Cut Costs of Alterations and Manufacturing—Models to be Shown as Approved by Style Committee

IT WILL be remembered that something was said at the convention of Ontario clothiers held in Toronto last February with regard to a closer co-operation between the manufacturer and the retailer in the matter of seasonal models of suits and overcoats. A short discussion was projected in which the statement was made that a considerable saving might be effected in manufacturing and selling costs if fewer models were shown. It was pointed out that models numbering all the way from twenty-five to thirty-five and forty were shown, and that most of the buying was done on comparatively few of these models. The view was expressed by some of the clothing manufacturers that to materially alter the present system would somewhat curb the originality of designs submitted by different houses, that a considerable variety was required by any house that had two or more accounts in a given place, and that the saving in any case would be very little.

Matter is Proceeding

The matter has not been allowed to drop. The executive committee of the Ontario Association have held important conferences with a committee of Canadian designers who are members of the National Designers' Association. As a result of these conferences important decisions have been arrived at and considerable progress has been made toward an important goal.

As explained to Men's Wear Review by R. F. Fitzpatrick, president of the Ontario Clothiers, one of the outstanding purposes which retailers have in view in co-operating with designers in preparing their models is to cut down the cost of alterations and, if possible, the cost of manufacturing as well. There is no desire to limit the number of models which the manufacturer may wish to send out with his travellers, or to curb in any way their initiative or originality. But because the retailer comes in a more direct contact with the consumer than the manufacturer and, therefore, gets to know what imperfections there are in a suit of clothes or an overcoat, he knows of alterations that have to be made which might be largely avoided if the retailer had a chance to pass upon manufacturers' models before they were selected by him and his order made up according to them. Retailers get to know where little changes have to be made in the shoulder, the sleeve, the vent, the length of the roll or the cut of the vest; and it is their belief that a good deal of trouble and expense could be avoided if there were more uniformity as to general outline than there is at present.



Display of Fall Caps

A white lattice work background is effectively draped with soft plush in this neat display of fall caps, centered by a hanging basket of flowers in autumnal colorings. The show card reads, "Individuality stamps the wearer of our caps." Display arranged by Cyril Colwell of Colwell Bros., Halifax, N.S.

What Will Be Done

The designers have shown every willingness to co-operate in this matter and a concrete proposition is now being worked out along these lines. In January—a tentative date is the third Tuesday of the month—the committee of designers representing the national association will meet a style committee composed of retailers from coast to coast. They will lay before this style committee a number of models in both suits and overcoats for the Fall and Winter season of 1923. There will be not the slightest indication of the source from which these models come—no manufacturer's name will be mentioned and no designer's. All models will be examined carefully and the fact will not be overlooked that certain models will sell in one part of the country and not in another part at all.

Will Make Selection

It will devolve upon this committee to make a selection from these models, a selection which might number anywhere from ten to twenty. If the committee agrees that certain alterations should be made on several of the models to do away with subsequent alterations when they are sold to the ultimate consumer, such alterations will be made then and there. In turn, the designers will inform the manufacturers that these models have been approved by the style committee. As we understand it, when the traveller shows his models he will make special mention of the models that have

(Continued on next page)

"Service and Sound Values— High Class But Not High Priced"

Slogan for New Store Opened in Montreal—Specialty Shop for Boys From Three Years to First Longs—Handsome Interior Described—Will Make Elaborate Use of Telephone as Business-Getter—To Stress Style Appeal

A HIGH-GRADE specialty shop for boys was formally opened during the second week of September by a new firm, known as The Bett Company, at 555 St. Catherine Street, West, Montreal. The new store is to be managed by Charles A. Goldstein, who is well known to the trade, having been for six years with the firm of J. H. Blumenthal Sons, of Montreal.

To Men's Wear Review Mr. Goldstein pointed out that there is a decided field for specializing in high-grade clothing and furnishings for boys between the ages of 3 years up to "first longs" and in a city the size of Montreal the demand for better merchandise is steadily on the increase. To meet this growing appreciation of quality, the new firm has made a special study of conditions in the retail field and is now ready for business with a most up-to-date and well-equipped establishment.

New Motto

"Service and Sound Values—High Class But Not High Priced" is the slogan of the new business, which is not to be an empty catch phrase, according to Mr. Goldstein. Although the window displays and the character of the interior of the store are almost continental or English in their extreme good taste and harmonious balance, an effort is to be made to cater as much as possible to all purses rather than to concentrate upon the wealthy class entirely. A well thought out campaign of publicity and display will be put into practice shortly which will prevent any such misconception arising as to the scope of the business, which it is ultimately intended, will embrace every want known to the normal boy, not excepting footwear.

Store Interior

The store interior is decidedly worth visiting as an example of dignity and harmony in decoration. Finished in dull finished walnut with walls of warm buff and floor of polished hardwood overlaid with rugs, the first appearance is artistic in the extreme, an impression strengthened by more careful study of the type of equipment used. Specially designed cases and fixtures have been installed, which conform to junior sizes and are not identical with those to be found in the ordinary store. All the shelving and the clothing racks, etc., are just a little smaller than customary, so that no space is wasted by using the

Exterior view of the new store for boys, the Bett Company's Specialty Shop, which featured this attractive window for its opening display this month.

usual style. Half way down the store two niches are visible, equipped with full length mirrors in triple effect for fitting, and in addition several dressing rooms are provided in which youngsters can change their clothes. Clothing is stocked all along the right side to the front entrance, while furnishings occupy a corresponding space to the left. Headwear of different sorts is located just at the front door while the various items of smallwares can be glimpsed in glass cases down the main floor which embraces some 86 feet in length by 25 feet width.

A concealed switchboard cares for the myriad of softly-shaded lights which add much to the effectiveness of the interior on dull days. By means of various switches, the lighting can be adjusted to suit the needs of any atmospheric condition as well as the comfort of customers.

Permanent displays of haberdashery will be installed near the front door and kept lighted, and a quantity of sword ferns, potted in artistic jardinieres, will be used here and there to soften the somewhat severe lines of the colonial style of the fixtures.

Services

A telephone is conveniently placed on a table adjacent to the front door for the convenience of customers who may need to put in an emergency call, and plenty of comfortable chairs will be in readiness for tired shoppers. Much of the business will be derived through systematic telephoning of regular customers who have expressed a wish to be informed as to any new arrivals in the way of merchandise, and the staff have found that this form of service is appreciated greatly.

According to Mr. Goldstein, the selling of boys' merchandise need not necessarily be a price business where no attempt is made to "trade up." On the contrary, he feels confident that the public does appreciate style and quality in boys' merchandise, just as it does in adults' lines. It is intended to emphasize the fact that the well-dressed boy should not be expected to wear adult size neckties, for instance, since his necksize is probably four inches less at least. He should be provided with a selection to choose from in which suitable patterns and colors are included. In every detail concerning the boy's appearance therefore, the Bett company store is already proficient and intends to maintain the reputation of specializing by keeping the matter of detail uppermost in mind.

CLOTHING DESIGNERS

(Continued from previous page)

been approved by the style committee.

One member of the joint committee of retailers and designers stated that he believed 75 per cent. of the business secured from models under this plan would be on the models selected by the style committee; another member put it as high as 90 per cent. If such were the case, retailers feel that they have done something to reduce the cost of manufacturing because the output of the various manufacturers will be less varied than otherwise. In addition, of course, they can and doubtless will have other models expressive of their individuality or initiative, but it seems to be the feeling of the two committees that have met that a good deal of the trading would follow the recommendations of this committee.

It is the intention of the executive of the Ontario clothing association to have a special showing of these selected models during one of the morning or afternoon sessions of the February convention.

Men's Wear Markets at a Glance

Business Keeps Step With the Weather But the General Outlook for Fall and Winter Trade Good—Nice Repeat Orders Are Coming in on Clothing—May Cut Manufacturing Costs—Better Feeling in Cap Trade—Cut Silk Neckwear Situation Better

THE THERMOMETER is a good indicator of business as well as weather, for business is very dependent upon it these days. The first few days of the month seemed like a few July days gone astray and business was very largely at a standstill in retail circles. But seasonable weather in September and October has been accompanied by a briskness of trade that is most encouraging. The amount of business that has developed during these periods of snappy weather is the forerunner of what most merchants believe to be a much better fall and winter season than last year. This, as a matter of fact, has already been reflected in wholesale and manufacturing circles; repeat orders, particularly on overcoats, have been very frequent and manufacturers believe that it is to be a very big overcoat season.

A director of one of the large clothing houses in Toronto has recently returned from a prolonged trip in the West where he gave very close attention to conditions and prospects there. His conclusions tally in every respect with information received by us from Western retailers and printed in the last issue of Men's Wear Review. He says there are some sections in the West where crops have been poor and the outlook, accordingly, is not too bright. On the whole, however, the situation is very satisfactory and the circulation of the $600,000,000 crop cannot help but have a very beneficial effect on the situation out there and be equally welcomed in the East. While much of the money will go to pay debts and while prices of farm produce are not high, yet a vast sum will be realized on the crop, a sum that will put new heart into the west and go a long way toward a better stabilization of credit.

Clothing

Clothing manufacturers are receiving nice orders, particularly on overcoats. They look for a big season. They say retailers are not speculating but are buying very carefully; their orders are small but not infrequent. Many of the houses are just sending their travellers out with their spring lines and, at this time of writing, are unable to give much of an idea of how buying is going ahead. Reports that have come in from scattered centers indicate that buying is proceeding much the same as it did for fall with, perhaps, more leaning to freedom in placing than was noticeable some months ago. The widespread feeling that better times are coming back slowly but gradually and that prices are very stable is reflected in a greater assurance in placing more freely.

That it is within the realm of possibility to cut down the cost of a suit of clothes to the retailer by 75 cents or $1 was intimated to Men's Wear Review by a designer who is interested in the joint action that is being taken by the Ontario designers and the style committee of the Retail Merchants' Association. This designer stated that it all depended on how these committees functioned. He believes it is possible to effect a saving by cutting down the number of models and he further believes it is possible by co-operation between the manufacturers to cut down the number of models. Ultimately, it depends on the spirit of co-operation exhibited. One hundred models are being prepared to be submitted to this style committee in January when the two committees will meet to do something definite in the way of having selected models approved by this committee and shown by the manufacturers as such, believing that the bulk of the buying by the retailer will proceed from these selected models. It is a most interesting situation and will be watched with sympathetic interest by many retailers and manufacturers.

Hats and Caps

Canadian hat manufacturers are very busy these days on immediate and, in some cases, future business. Wholesalers state that some of them are late with their deliveries though they are working hard to keep pace with the order sheets. Some very slight advances have taken place in one or two of the Canadian lines, due to the higher prices of hat fur. According to one wholesaler who handles both domestic and imported lines, the retail trade has bought better for spring than they did a year ago. Browns are going very well and there is still that hectic feeling for green, just a little of it in shades that are different from the greens that were so popular a few years ago. Manufacturers believe that a green season is on the way but there is still a searching around for new shades of this color.

The cap business seems to be experiencing a revival. Both importers and manufacturers of novelty domestic lines say they are getting very good business these days. One manufacturer who is putting out something altogether new in the way of a tweed cap says he has more business than he can handle for some months to come on this one line alone. An importer states that the trade is taking a lively interest in caps. Prices are inviting and seem stable.

Neckwear

Manufacturers of cut silk ties say their business is undergoing a very encouraging improvement. For six weeks some of them have been very busy. One manufacturer stated that the period of quiet through which they had passed was due to the dearth of new patterns in cut silks for neckwear. He referred to the publicity campaign that had been conducted in the United States as a telling

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Credit Rating Bureau of Erie, Pa.

Just as Manufacturers and Wholesalers Use Their Duns and Bradstreets, so the Merchants of Erie Obtain a Rating on Every Purchaser in Their Town—Newcomers Must First Have Credentials—Losses Are Nil to the Merchants

By E. DE WITT HUTT, Editor of Men's Wear Review

MR. MERCHANT, if you want to buy a hundred dollars' worth of merchandise from any reputable wholesaler in this country, the first thing he does is to look up Duns or Bradstreets. He wants your rating; he wants to find out your financial standing to see if it is a safe proposition to sell merchandise to you, knowing he will get his pay for it.

Yet, when customers come to you to buy on credit what do you know of their rating, of their ability to pay? Do you know anything, or do you take any definite steps to find out about them?

Credit Rating Bureau

Erie, Pa., is a town of about 100,000 of a population. The merchants of Erie think it is good business to find out the ratings of the buying population of their town. They all do a large credit business and because they do this kind of a business they have organized a bureau. It is called the Retail Merchants Credit Rating Bureau and, at present, there are about 100,000 ratings listed with the manager of the bureau. There are no customers in Erie who have not a rating of some kind with the manager of the bureau, and these ratings are changed from time to time as the circumstances of the customer may change. There are "C.O.D." customers, "slow rating" customers and there are "good" customers. Everybody is classified as soon as he or she becomes a potential customer in Erie.

First Steps

As soon as a newcomer enters a store in Erie and seeks credit, the machinery of the bureau is set in motion. The dealer into whose store the newcomer comes telephones the manager of the bureau and asks the rating of Mr. A. The cards are all conveniently arranged and may be looked up in a minute. The manager discovers that Mr. A. has not been entered in the files of the bureau at all. For the time being, therefore, Mr. A. must be rated at a C.O.D. customer and no merchandise is sold to him except he pays cash for it. But being a new man, the manager immediately begins to collect data with regard to Mr. A. which will enable them to give him a rating with all the merchants of Erie. He finds out where the newcomer is employed. He gets in touch with his employer and finds out from him what he can with regard to general character, where he was formerly employed and whether he regards the new man as a reliable citizen. The manager then writes away to his former place of employment and gets a line on any information available with regard to his standing in the community so far as the payment of his bills is concerned. With this information in his possession, he then gives the man a rating and this rating is for the information of all the merchants in Erie. Knowing that the system is in operation in Erie many of the newcomers bring credentials with them so that their credit may be immediately established.

Slow Rating

The slow rating customers are the ones that are watched carefully by the bureau and the merchants. There are circumstances which may change a man from a good account to that of slow rating. The files of the bureau may show Mr. B. as a good account. Mr. B. decides to build a house, or to buy an automobile or a piano or some other commodity which runs into a good deal of money. Merchants who have Mr. B. on their books begin to notice that he is not meeting his payments as per agreement, that is, he is either slow in meeting the amounts or he is cutting down on the amount which he agreed to pay. The matter is looked into and the cause of the change is discovered. From that moment, this man is rated as "slow rating" and the same freedom in granting him unlimited credit is partially withdrawn. It is more than likely that the merchant will say to Mr. B. after taking all the circumstances into account, "If you will agree to pay me a certain amount the first of each month, you can have further credit; if not you will have to pay cash for anything more that you buy."

How Does It Work

In conversation with F. S. Bond, one of the leading men's wear merchants in Erie, Men's Wear Review was informed that the bureau was a splendid thing for the merchants. "It is the best credit bureau in the United States," said Mr. Bond to the writer. "Our losses in credit charges are absolutely nil. The idea back of this bureau is that if a customer is good to pay and it is profitable for us to open an account for him we certainly want to do it. If we adhered strictly to the rules and regulations governing the bureau we would never lose a cent and any losses that are sustained by merchants are due to the elasticity granted by the individual merchants rather than to any faultiness in the system. "Dead beats," for instance, are listed with every merchant and we have no loss whatever from these. We

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Men's Wear Markets at a Glance

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factor in the improved situation, but also said that the demand for new patterns was being met and that there was a decidedly better outlook for cut silk neckwear. This manufacturer also handles knit ties and says that the demand for new patterns was being met and that there was a decidedly better outlook for cut silk neckwear. This manufacturer also handles knit ties and says that the demand for both lines is now about equal with them.

There are to be some very nice novelties on the market for the Christmas trade but some of the manufacturers say the retail trade are not protecting themselves against the very condition they were up against a year ago, namely, a shortage of this important merchandise for Christmas. Many sales were lost last year because retailers had not the merchandise and some of them are going to run into the same trouble this year. One manufacturer pointed out that some of his customers had passed his travelers up, stating they would wait till the next time, but with this man there is not going to be any "next time"; such retailers, he says, are going to be short of Christmas neckwear.

"Better Value" Is New Policy

Blumenthal Sons Company Open New Stores in Montreal—Occupies Original Store

A new men's store has just made its appearance in the downtown financial district of Montreal, located at the busy intersection of Bleury and Craig Street, and occupying the building formerly known as the "Hub" store. The new business is that of Blumenthal's Sons Company, headed by R. H. Blumenthal and managed under the joint direction of Messrs. George and Melvin Blumenthal.

In the announcement of the formal opening which occurred during the third week of September last, the management extended a cordial invitation to the public to visit the store, which by the way, is the original stand occupied by Mr. Blumenthal when he first went into the men's clothing business. The return to the former location will be signalized by a policy which might be expressed in the words "better value," the opinion being held that "there has been entirely too much talk about bringing prices down and not enough action. After all, the best proof that a price is low is the price itself."

In their interesting announcement regarding the future policy of the new store, the firm stated that confidence was "an absolute essential in satisfactory trading, and it is our one aim to be worthy of your faith. Selling a man the first suit or overcoat is up to the salesman. After that it is up to the garment. We never forget that."

And in illustration of the kind of values to be obtained at the new store a line of clothing is introduced priced at $20 featured under a trade marked name, but in addition equally good values are obtainable ranging in price from $25 to $40.

The interior of the store has been entirely remodelled and new equipment of dull finished walnut installed. In one section is to be found clothing for men, while overcoats occupy another part of the main floor. Upstairs will be located a large department for boys from the tiny tot to the "first longs" stage, and a determined effort is to be made to secure family trade rather than transient business such as might be expected by a store located in one of the busiest thoroughfares of a big city.

The window frontage has been improved, although final alterations in this connection will be held over until next Spring when the entire front will be remodelled. At the present time there are three large display windows, including the one called the "Round Corner" which can be seen from several directions at once.

While the World Series baseball games were occupying the attention of fans the Blumenthal store adopted the novel idea of pasting a large poster across its windows giving the scores for the information of passers by and incidentally attracting a good deal of attention to the display inside. On receipt of the news of the scores by wire, a local newspaper telephoned the information to the store which immediately posted up the results, so that no time was lost.

Discussing the future outlook for the men's clothing store with Men's Wear Review, Mr. George Blumenthal gave it as his opinion that the retailer must exert himself to get business during the coming Winter as never before, and impress the personality of the store in many new ways upon the mind of the public. There is no need, in his opinion, for anything freakish or extreme to advertise men's wear, but there is a distinctly noticeable lack of animation in reaching out after more business. The average American retailer, he considers, is far more wide awake and alert in the matter of devising new ways to lure reluctant dollars from customers, and Mr. Blumenthal feels that the Canadian public will respond much in the same way, if appealed to in ways that are fresh and unhackneyed from long usage.

The slogan" greater values here—always" has been adopted and the standpoint of economy will be kept in mind in all dealings with customers.

England's Mills Working Overtime

Harris Vineberg Says Many Mills Asking for 16 to 20 Weeks to Deliver

"Seventy-five per cent. of the mills located in the woollen district of the north of England are working over time," stated Mr. Harris Vineberg of Montreal, to a staff representative of Men's Wear Review recently. Mr. Vineberg has returned home after spending more than six weeks exclusively in Yorkshire where he visited every mill of importance in this well known centre of the woollen industry and summarized his visit as the best trip he has had in forty years.

"I was most agreeably surprised to find England picking up so well," remarked Mr. Vineberg, "and insofar as the woollen industry is concerned, conditions are much better than reports would indicate. Some mills are even working on two shifts in order to catch up with the heavy demand now being felt. All the best makers were asking for 15 to 16 weeks in which to make deliveries and some even for 20 weeks."

Touching on the standards of dress as observed in England this year, Mr. Vineberg pointed out the fact that the average Englishman is dressing much better than formerly and English-made suits have improved in fit and appearance considerably since the war. Whether or not much of this improvement can be attributed to the influence of Canadian and American soldiers and others who mingled so freely with Englishmen and brought over new ideas in connection with matters of dress, is uncertain, but the fact is plain to all those who have studied the dress of the average dweller in the British Isles.

"A general exchange of ideas has been of much mutual benefit," continued Mr. Vineberg, "and I think it is probable that the English have learned much from us in the matter of producing better values in ready-made clothing. Conditions relative to the manufacture of men's attire in England are so radically different from those obtaining over here, however, that the English clothing industry cannot be expected to change very greatly owing to the peculiar manner in which labor is handled. Furthermore, as custom tailoring prevails to such an extent among the best dressed men about town it is difficult for the ready-made garment to obtain a fair trial on its own merits.

"I was interested also to study the wide variety of cloths as manufactured in this Yorkshire district," said Mr. Vineberg, "and went from town to town investigating each special type of fabric for which the individual localities were celebrated. It may not be generally known that over in the Yorkshire woollen district, no one mill attempts to make a variety of cloths but concentrates upon one line exclusively. This method enables the cloth manufacturers to put out the best quality possible for the price and at the same time ensures larger output and lower prices."

Canada's present prosperous condition has done much to reestablish an entente cordiale between British and Canadian business concerns, according to Mr. Vineberg, and the unmistakable effort put forth by the former to meet all the demands and preferences of Canadian trade is certain to build up a solid foundation of confidence not measured in terms of dollars and cents.

CREDIT RATING BUREAU

(Continued from previous page)

place the collection of many of the accounts in the hands of the manager of the bureau and he makes more than his salary on the percentage we give him for such collections."

The merchants of Erie work together for mutual benefit in a very cordial manner. One thing they did recently indicates this, a thing that would usually be done by a Board of Trade or Commerce. A very large building in Erie, capable of employing 8,000 men, has been closed and held by the government since the end of the war. During the war it was used for government purposes and with the signing of the armistice, there was no further use for it. Offers have been made to the government for it but no action was taken. In the meantime a valuable property capable of employing many men was idle. The merchants organized a deputation, went to the government about it and secured the release of the building. It will mean employment to a number of idle men in Erie.

SPRING 1923

IN THE showing of Lang Shirts for Spring nineteen-twenty-three we are featuring collar to match and collar attached styles in English mercerized Broadcloths in new patterns and plain colorings as well as a comprehensive showing of new designs in Percales, English Zephyrs and Silk Stripe Pongees, also plain shades in Soisettes and Pongees.

Lang Boys' Shirts

These smart, well-tailored boys' shirts and shirt-waists are meeting the demand for boys' wear of good quality. Our Spring range is complete

Special Labels if Desired

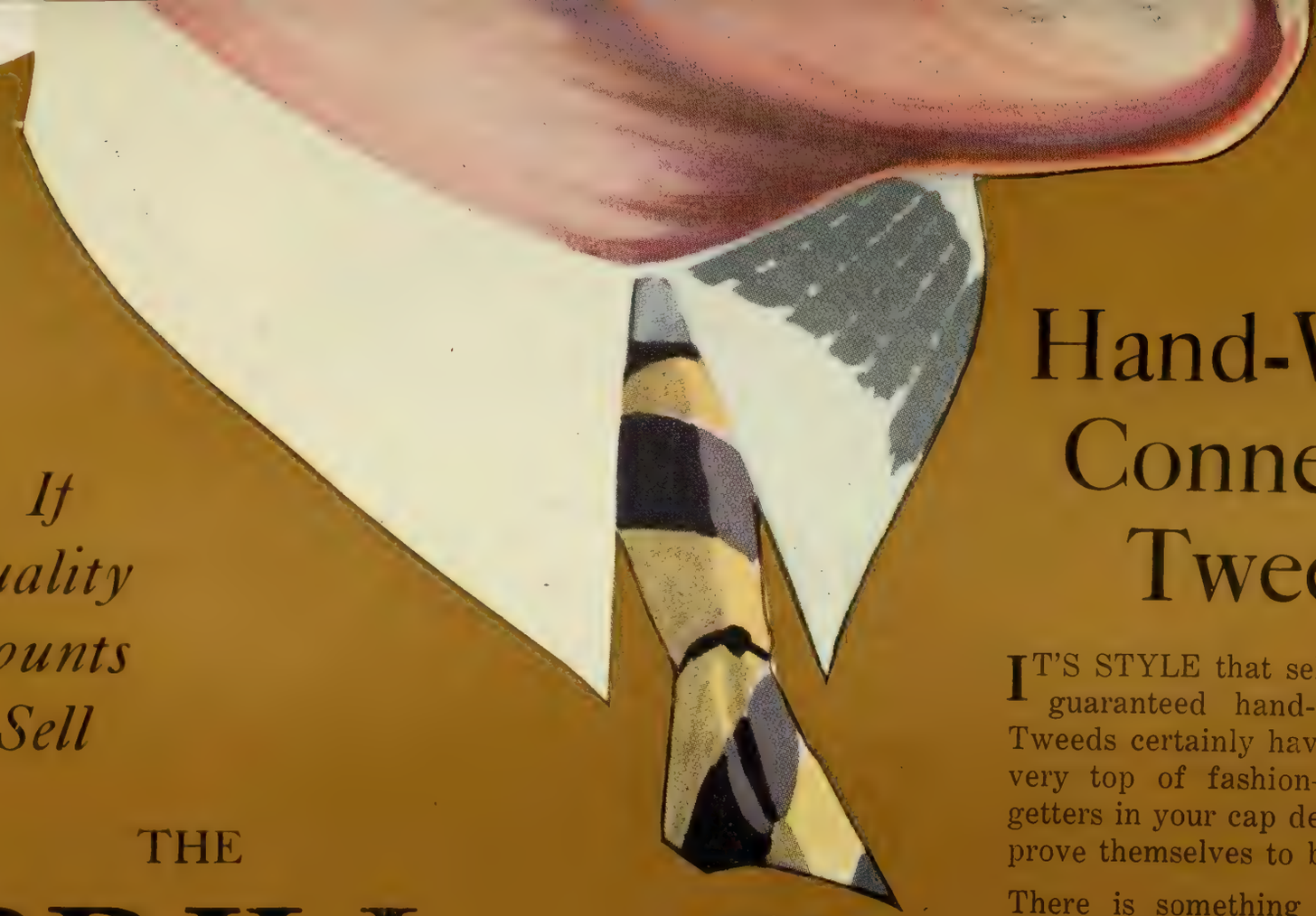
The use of your own label on the shirts you sell adds exclusiveness to your shirt department. We make a specialty of this and many of the best stores in Canada are featuring Lang Shirts under their own individual brands.

Spring Samples now in hands of our representatives.

Do not miss seeing our nifty lines.

The Lang Shirt Co.
Limited
Kitchener - Canada

Lang Shirts are Supplied in Assorted Sleeve Lengths.



If Quality Counts Sell

THE

BRILL CAP

The Cap of Distinction

THE BRILL HAT & CAP CO. - - - - TORONTO

THE BRILL HAT & CAP CO.

THE TAILOR MADE CAP FOR MEN WHO CARE

Hand-Woven Connemara Tweeds

IT'S STYLE that sells caps—and these guaranteed hand-woven Connemara Tweeds certainly have it. They are the very top of fashion—and as business-getters in your cap department, they will prove themselves to be exceptional.

There is something about these hand-woven Connemaras that is quite irresistible in their appeal to men who wear caps. May we send you a sample order for immediate selling?

Spring 1923

Brill Caps for Spring are now in the hands of our Travellers. Do not fail to see them, they comprise the largest range and the best value we have ever shown and should appeal to live merchants. Send for a Brill salesman.

ORIGINAL

Velvo

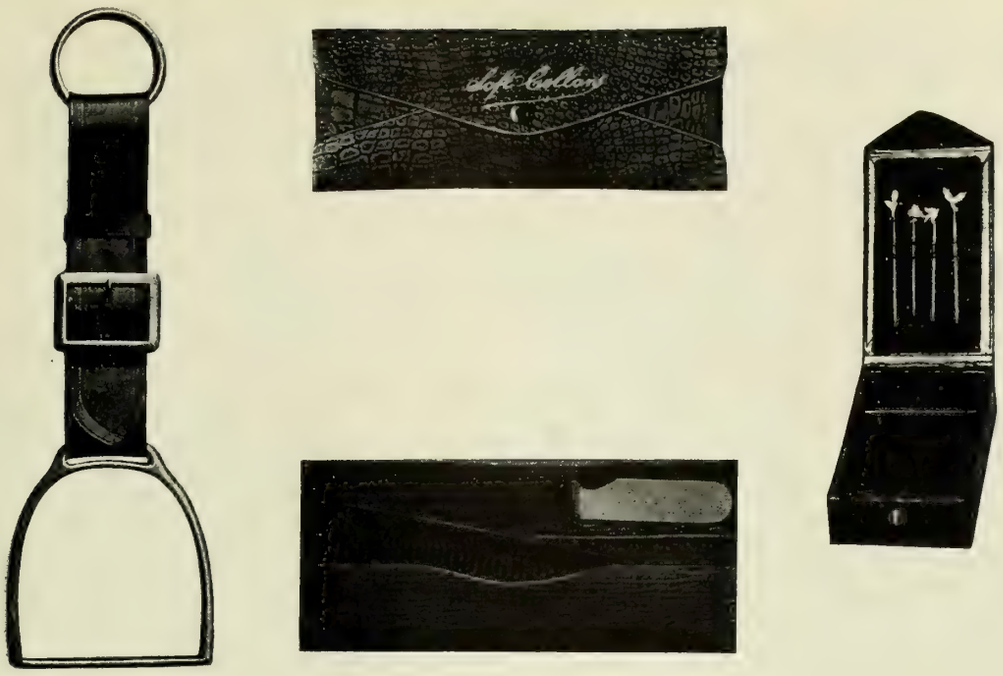
THE greatest neckwear success of the year. Velvo has repeated its previous success and entirely on the richness of its lustre and lasting wearing qualities. If you have not stocked Velvo you are missing an opportunity to make additional profits in your neckwear department. Made in all shapes in the following two-tone colorings:—

Royal and Black
Navy and Black
French Blue and Black
Pearl Grey and Black
Taupe and Black
Myrtle and Black
Garnet and Black
Cardinal and Black
Brown and Black
Gold and Black
and all Black

Sparkling Novelties for Christmas

FROM Switzerland, France and Italy we have assembled a diversified showing of really beautiful neckwear silks for Christmas trade. These lines possess a sparkle that will make them quick sellers. The range is now with our travellers and owing to lateness of placing orders this season we think it wise to advise our friends in the retail trade to get into the market without delay to avoid a shortage of goods for Christmas trade.

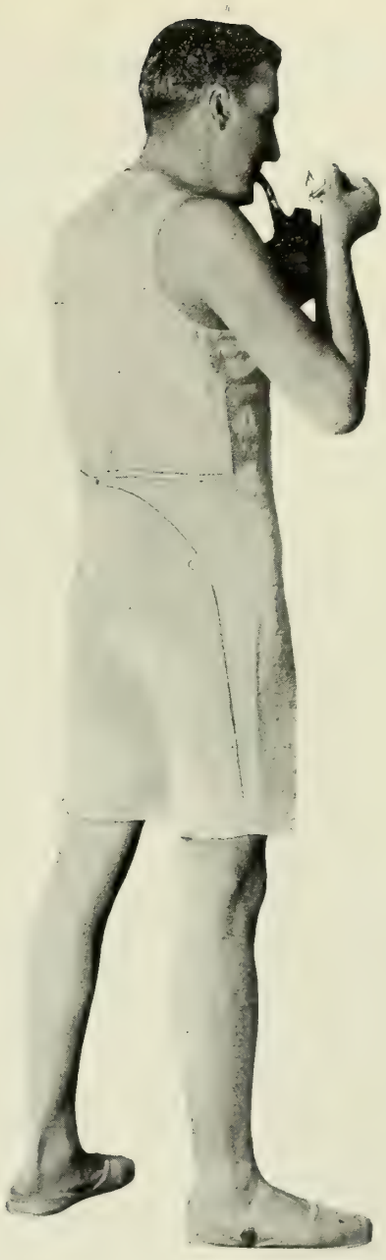
Niagara Neckwear Co.
LIMITED
Niagara Falls, Canada



Christmas items which are offered for gift trade. The stirrup tie-holder and the stick-pin case are old numbers revived this year. The soft collar box is a new line made because of the all-year-round vogue for these collars and the comb and nail-file holder is a novelty which is particularly favored by well-dressed men. Shown by the Julian Sale Leather Goods Company, Limited, Toronto.

ENGLISH FABRICS ARE POPULAR

In the smarter caps for the coming season. Donegals, herringbones and lovat mixtures in the lighter shades, as well as all fancy weaves are to be worn developed in one piece and eight quarter styles. Some large and quite pronounced overchecks will have a vogue when combined with plain material to show a circular effect, and linings will be quite elaborate in color and workmanship. The cap shown in the accompanying illustration is considered correct for evening wear, and is guaranteed to stand up and keep its shape under any reasonable weather and wearing conditions. Shown by courtesy of the Wolfe Cap Company of Montreal.



Above is shown a new summer underwear garment manufactured by A. T. Reid & Co., Limited, of Toronto, which firm has recently branched out into the manufacturing of summer underwear...One or two features of this new garment are worth noting. It will be seen that the opening at the back of the garment does not extend right around to the extreme right of the back but curves down. The manufacturers believe that this will make it an easier garment to open. The opening also extends to the full length of the leg, so that when it is open, it is full open and there is no possibility of binding anywhere.

Another feature is the full-blouse back which gives the greatest freedom to the wearer without any binding whatever.

This garment is being made in eight different fabrics.

What About the Voices of Your Sales Force? Do They Represent an Asset or a Liability?

Facts Gleaned From Observation of Important Factor in Commercial World to Which Scant Consideration is Given by Average Merchant—Largest Part of Intercourse of the World Carried on by the Spoken Word—First Article of Series by Miss Rae Victor

"The personality of your sales force is the most important factor in the building of your business and personality is largely a matter of vocal expression. We never speak of the personality of a person being pleasant or otherwise until we have had conversation with that person or have heard him or her address an audience from the platform. . . . There is not so much difference in the mentality of salespeople as there is in their voices and their ability to use their voices. In other words, it is not so much what the salesman says about articles in question as how he says it. The most commonplace things of life take on a new interest when spoken of in pleasing tones."—Miss Rae Victor.

THE SPOKEN word is the instrument or medium through which the largest part of the intercourse of the world is carried on and fully 75% of this intercourse includes the conduct of wholesale and retail business. In retail business it is more important than in wholesale trading because in the former instance the relationship between salesman and customer (and I use the word salesman in the sense of both men and women clerks) is more personal. In retail trading you are satisfying the customer's individual needs and, particularly with women, this induces an intimate, personal relationship for the time being. The personality of your sales force is the most important factor in the building of your business, and personality is largely a matter of vocal expression. We never speak of the personality of a person being pleasant or otherwise until we have had conversation with that person or have heard him speak. Merchants spend vast sums of money in advertising their wares and if the description of the goods advertised and the prices quoted are attractive, the prospective customer will come to the store to see them. Here is where many merchants fail to "cash in" on their advertising investment. The articles advertised must be again explained, their good points enumerated, their value to that particular customer enlarged upon, and after all this is done the customer must be coaxed to a decision to part with the amount of money necessary to make the purchase. When the salesman falls down here the store loses.

There is not so much difference in the mentality of sales people as there is in their voices and their ability to use their voices. Even an indifferent speech can be made interesting if voiced in low, well modulated tones. In other words it is not so much what the salesman says about the articles in question as HOW he says it. The most commonplace things of life take on a new interest when spoken of in pleasing tones.

Let us suppose that Mrs. Jones has for some time been considering the purchase of a new dinner gown. In the morning paper she sees an advertisement to the effect that "Blank and Blank" are offering some exceptional values in dinner gowns and among the styles and colors described are some that appeal to Mrs. Jones. She starts to Blank and Blank's store enthused over the possibility of getting an article she has been wanting for some time at a price that is decidedly attractive to her. There is nothing like the prospect of getting a bargain to put a woman in a pleasant frame of mind and Mrs. Jones is two-thirds sold before she enters the store. But when the saleswoman approaches her and asks in a harsh, strident, raucous voice, what she wishes, Mrs. Jones is unconsciously brought to earth with a thud and her attitude is instantly changed from one of eager receptiveness to alert defensiveness; when she examines the gowns shown her she is hyper-critical and negative. As the strident, raucous voice is frequently an indication of an impatient and unpleasant disposition the negative and critical attitude irritates the naturally disagreeable saleswoman and instantly a mutual antagonism springs into being which sounds a death knell to the sale. The customer's entire attitude toward the store and the goods undergoes a change and the store not only loses that particular sale but, because Mrs. Jones leaves the store in an unpleasant frame of mind, her feeling toward the firm will not be conducive to near-future business. And when again she reads the daily paper she will give the advertisements of Blank and Blank scant attention and be sceptical of the statements they make.

THE HUMAN VOICE IN SALESMANSHIP

This is the first of a series of articles to appear in Men's Wear Review on the voice as a factor in salesmanship. In the concert hall, the church, from the platform, in casual conversation, around the dinner table, there is a charm about a well-modulated, scientifically-trained voice that is irresistible. Cannot the same be said of the voice of the man or woman who stands behind the counter selling merchandise? The human voice can certainly become an important factor in the every-day life of the salesman or saleswoman. This series of articles will tell how.

Selling to Those Who Come to Look Around

Every merchant knows that many people come into his store daily with no thought or intention of buying. This is particularly true of women. They come in to rest; to keep an appointment; to kill time before the matinee or just to "look around." Here is where a salesman's personality—which as I have said before, is expressed through his voice—is put to the test. On going through the store to the rest room a woman will frequently pause to admire an article with no idea of buying it, but will find resistance impossible because of the charm of a sweet voiced salesman who has come forward and who, in a charming manner free from any suggestion of insistence on making a sale, explains the exceptional value or unusual beauty of the article. Under such conditions the visitor will frequently make a purchase knowing that the need for the article is not imperative but because she is wooed to the buying point by the winsome voice of the salesman. And what is of far more importance than the making of that particular sale is the fact that the customer will never regret the purchase made under these conditions unless the article proves valueless because of inferiority in quality. There

is left an agreeable impression of the store and the memory of the purchase which will be like the words of Pope:

"He ceased; but left so pleasing on their ear

His voice, that listening still they seemed to hear."

It has been said that the French are natural born salesmen. One cannot visit the stores in any part of France without being impressed with this fact; they are expert in selling regardless of what the article may be. The answer is in their voices which are well modulated, musical and winsome—as is also their manner. They radiate a charm of voice and manner in greeting and leaving a customer which gives the impression that that particular customer is the one person in the world whom they desire most to serve and that the store has been honored by his presence as well as by his patronage. It is a subtle form of flattery that is irresistible. The brusque, gruff, hurried, discourteous manner of the American is finding expression through the voice more noticeably every day and while an employer may adopt this sort of tone and manner with his employees and "get away with it," a customer with any degree of culture and refinement is insulted by it and nurses an antagonistic feeling towards the store in which she has received this kind of treatment. I have often wished that the heads of large stores in various cities throughout the country could hear a few of the remarks and discussions concerning this situation which the writer overhears on trains and steamships. Certainly it is food for serious and corrective thought.

What is the Remedy?

Interior equipment, decorations, conveniences, window displays and advertising do not make sales. They create interest and draw people to the store, but the salesman—and the salesman only—makes the sale. You are at the mercy of your salesforce. This being true—and merchants know it is true—the remedy is plain. TRAIN THE VOICES OF YOUR SALESFORCE. Many stores of all sizes employ, either regularly or intermittently, efficiency experts whose business it is to eliminate waste of material and time and to find means to increase the business-getting capacity of every department. Salespeople are instructed in arranging stock, in showing goods to the best advantage, in making out sales checks, but the personality of the salesman—which is an accessory before the fact of selling—is entirely neglected. The price of the services of a voice expert—not an elocutionary bombast but one who understands how to bring out the latent possibilities of the speaking voice for conversational purposes and who is sufficiently human to make his instructions interesting and entertaining—would repay a thousandfold in prestige and increased business, the house employing him. A spirit of friendly competition could be aroused among the salesforce by offering prizes and arranging entertainments for a display of the talent being developed. Those cases demanding it could have individual attention. It would not be a difficult matter to awaken the interest of the salespeople hemselves to hearty co-operation if it were pointed out to them the personal advantage, in their social as well as business life, of having voices that are trained to express all the various and varying thoughts and emotions to which humanity is heir. A resonant but well modulated voice combined with corect pronunciation, clean cut articulation and clear enunciation, makes the owner of such a voice stand out in all walks of life. If, instead of telling a customer in an obnoxious nasal voice or with a harsh guttural tone, or in a high pitched, irritant head tone that an article is "twen-five dars and fifsens," a sweet voiced saleswoman or mellow toned salesman in clear, perfect English quotes the price "twenty-five dollars and fifty cents," the quoting of the price—which is the delicate point in the process of making a sale—is lost sight of or the shock is neutralized by the pleasure afforded through the charm of the voice that quotes it. The salesman's voice has many latent possibilities as an instrument in promoting your business and establishing prestige: develop it.

Staging a Style Show

Method Employed at the National Convention of Clothiers of the United States Held in New York —Pageant Showed Different Modes of Dress Since 1430—Elaborate Setting Arranged for Unique Display

THE Style Show is rapidly becoming an accepted method of effectively displaying men's as well as women's fashions. Trade papers of the United States speak of the recent Style Show in New York held in conjunction with the National Association of Retail Clothiers, as the most elaborate one ever staged. Just how this was done will be of interest to the readers of Men's Wear Review and we reproduce the description of the event from our contemporary, Men's Wear of New York.

The first style show ever staged at a national convention of retail clothiers was presented in Madison Square Garden Monday evening, Sept. 11. The performance depicting men's apparel of the various ages from 1430 to modern times was impressively produced and at the close of the first performance was voted an unqualified success by the thousands present. At the start of the show lights were dimmed throughout the huge garden, a fanfare of trumpets sounded, a spotlight was thrown on the big lavender and gray satin curtain as two little Arabs wearing turbans of red, green and gold and nude to the waist, slowly drew back the portals and opened the performance, to the accompaniment of a string orchestra rendering "Dawn." Out stepped a dancer in white, who, after executing a few steps, introduced the characters to the number of 80, who presented styles old and modern in connection with a well arranged musical program and pleasing lighting effects. The year 1430 was there with its doublet and hose and 1922 was present in golf togs, and evening dress. The male characters, accompanied by their ladies, depicted the styles of 1430, 1634, 1736, 1789, 1794 and so on down to 1861 with its tall beaver hat and long coat. The very complete showing of modern fashions opened with the episode "Coffee and Rolls." The stage was darkened and the models holding lighted candles were disclosed as the orchestra played "Oh How I Hate To Get Up in the Morning." They sang, the candles were extinguished and the stage lights disclosed an octette attired in morning robes and pyjamas. Following this was the sports hour in which the characters appeared in golf togs, bathing suits, country suits, riding, polo and tennis garb. Then came school days when tots of three to boys of 18 promenaded down to the fountain at the center of the Garden on the raised platform leading from the stage that had been erected over the booths. The curtain was drawn aside and with a "Hurrah" the boys appeared, clambering over the wall and down the promenade. The boys of different ages were clad in school suits, overcoats and topcoats, while some of the smaller tots appeared in wash suits.

The next episode, "Business Hours," was staged in two scenes, one showing garments for the office and the other outer garments for the street. The episode "On the Avenue" disclosed the style tendencies in overcoats with the Raglan model being featured both in the full belt and half belt styles. Following this episode some well known stars of the motion picture world made their appearance on the elevated runway. In the next episode, "The Dinner Hour," dinner coats were featured by the male models and in the episode entitled "At the Opera," formal evening attire was shown.

Evening overcoats for young men, raincoats to be worn over evening dress by young men, overcoats for the middle-aged and older men were also portrayed. The Inverness cape worn over formal evening dress was also shown. A second chapter of this episode was entitled "At the Ball," and gave prominence to proper evening apparel for men of various ages.

Increasing Turnover by Stock Control: Avoiding Waste and Adding to Your Profits

Number of Turnovers as Vital to Business as Amount of Profit on Each Turnover—Expense and Waste Involved in Slow Turnovers—Proper Stock Control Amounts to Less Than 1% of Selling Price—Guessing or Knowing Your Business Details

Alvin E. Dodd, Manager Domestic Distribution Department, Chamber of Commerce of the United States, recently gave an address on "Merchandise Turnover and Stock Control." Dry Goods Review got in touch with the Department at Washington and secured a copy of the address which we give herewith. It will bear a good deal of study, for it contains valuable information, particularly during a period when merchants are devoting their energies to the outstanding problem of the moment—increased turnover.

THERE should be no difficulty in expressing the idea that the number of turnovers are just as vital to a business as the amount of profit on each turnover. Thus: If the profit on each turnover is 5% and therefore four turnovers in any given period, the profit on the stock investment is 2% and if the number of turnovers is doubled the profit will be doubled.

Many years ago merchants and manufacturers who had studied distribution with exactitude, as if it were a science or at least an art, learned that the rate of turnover is one of the most important factors in business. If all of its reactions are taken into consideration perhaps it is the most important factor, except always an accurate form of cost accounting, without which it is inconceivable that any business large or small can be conducted really well. We use the expression "almost inconceivable" because we know that some business heads have not established cost accounting. This is not an argument against it any more than if a merchant does no advertising his failure to utilize this sales method is an argument against the need for publicity. If a business man does not keep his costs separated from each other, we are forced to ask:

How does he know when some of his expenses are too high?

Clearly as the importance of the turnover appears and universally as its truth is accepted, there are frequent violations of its most fundamental principle—not to overbuy—even among comparatively progressive merchants. An addition to the cash discount or an attractive price concession sometimes will induce the purchase of considerably more goods than can be sold within a reasonable turnover period. This entails the likelihood that a season will pass leaving a costly lot of goods in stock and the resultant mark-downs and sacrifice sales are the only way of moving them.

It is, of course, possible to be too conservative and to buy less than could be sold. This is not really a serious condition, because, unless transportation facilities are very poor or the distance from the supplies is very great, a shortage can usually be made up in a few days and often in a few hours. Average conditions only can be discussed here. Special cases demand special methods.

When the various expenses and wastes involved in slow turnovers are stated separately the subject becomes even more easily understood. What are the elements in which losses due to slow turnovers may be found? An examination of these elements shows their relation to each other.

(a) Investment—invested money is the source of profit which in turn depends upon the amount of goods in stock and upon the length of time which these goods are handled in. It is evident that too often the turnover comes to the same thing as doubling the amount of stock without increasing the investment. Or vice versa, one-half as many turnovers results in doubling the amount of money invested for the same quantity of goods.

(b) Interest must be paid upon all borrowed money and most merchants are borrowers. If the turnover is reduced for a period of six months to one of three months the interest on a given loan is reduced in the same proportion.

(c) Mark-downs are required for three principal reasons:

1. The goods have proved unsalable at the original mark-up.

2. Too many were bought and a change in the style or season has left some of them on the shelves—

3. With the result that they have been soiled, chipped, bent or defaced otherwise by frequent handling.

(d) Salaries and wages must be included because every operation in every establishment costs something. When an unprofitable operation is performed it represents a loss. Roughly these losses are due to:

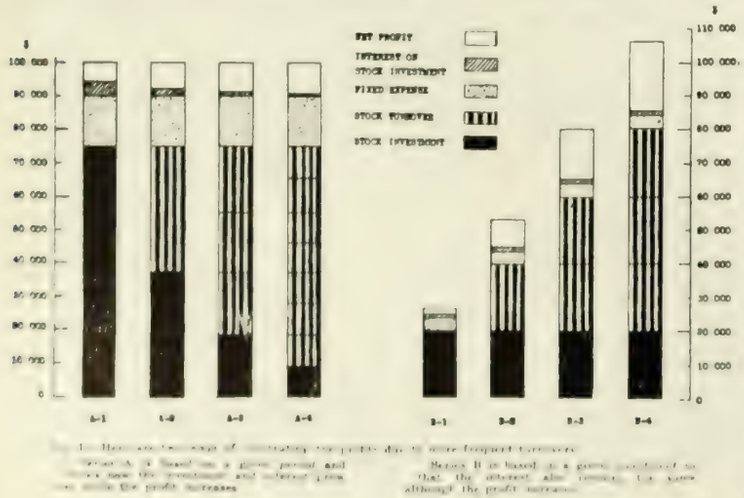
1. Waste of time by management in reaching decisions as to when and what mark-downs are to take place.

2. Waste of time by sales force.

3. Rewriting tickets.

4. Rearranging goods for mark-down sales.

(e) Shelf or storage room is a definite part of the expense of doing business; and that portion which is devoted to slow-selling merchandise is wasted.



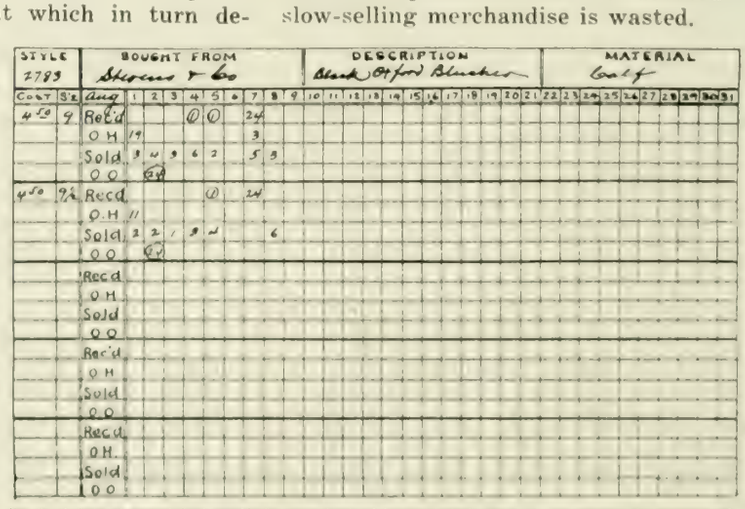


Fig 2—A form of Control Card suitable for many kinds of business which shows at any moment the condition of the stock and the rate at which it is selling

(f) Prestige-Reputation—for the high character or timeliness of merchandise is sought by most stores. There is a distinct waste measurable in dollars and cents when the reputation of an establishment is lowered by unstylish or shopworn goods.

(g) Inefficiency always results in waste. The buyer whose judgment often is wrong usually makes the mistakes from lack of knowledge as to the stock and the speed or slowness with which it is moving. Frequent mistakes cause uncertainty in the mind of the one who makes them and tend to worse errors as time goes on unless some measures are taken to make them improbable.

Have you ever figured or even estimated the amount of these costs in your own business?

More losses which take the form of waste may be thought of such as insurance on marked-down merchandise and other overhead items, but these cannot be divided conveniently and only need be mentioned.

There is just one method of reducing this waste to a minimum. That is through records of purchases and sales which can be consulted at any moment; which will give a complete picture of the situation as it changes from week to week, from day to day, even from hour to hour if that be desirable; and which will supply the knowledge for immediate additional purchases, for mark-downs, or for any other change in handling the stock.

In Figure 1 are shown two sets of graphs, Series A-1, A-2, A-3, A-4 and B-1, B-2, B-3, and B-4.

Each of the columns in Series A represents sales amounting to $100,000 but the number of turnovers increases from 1 in A-1 to 8 in A-4, and it will be observed that with each increase in turnover the stock investment as well as the interest are cut in two while the amount of profit increases.

Series B shows uniform stock investments and costs of interest throughout while the amount of profit increases with the number of turnovers.

Differently expressed, Series A proves the decreased investment needed to perform a given amount of business while Series B proves the increased business and profits which accrue to the same investment upon a multiplied turnover.

All of this has been accomplished in a simple manner with benefits equally to the merchant and to the customer. And every wise merchant knows that a benefit to the customer comes home to roost as a benefit to his business.

In a certain establishment the direct cost of this method of a stock-control has amounted to less than 1 per cent. of the selling price. Yet it has increased the turnover considerably in all of the departments where it has been applied, and in the department where it was first installed the turnover has nearly doubled while the mark-down wastes have been more than cut in two. Not only has the number of turnovers increased but also the amount of merchandise sold in each turnover. Errors in the judgment of buyers have been made less probable in the future as the causes and kinds of errors have been made clear. Last but not least a record of the remarks by customers shows the enhanced reputation of the stock.

If the accomplishment of these results had been through any complicated or difficult method its general application might not be easy. But the exact contrary is the case. It is perfectly simple and almost as easy as not to do it at all; and it is quite as applicable to a wholesale as to a retail business; to a large business as to a small one.

First and foremost is the necessity to divide the establishment into departments. Usually this is the case already where a large stock is carried, but small stores often have not done so and a part of their trouble comes from this neglect. An additional advantage following the practice is due to the better display which may be made of the stock. This, however, is another subject, since the discussion now relates solely to control of the stock which can be accomplished effectively only if it be arranged according to a definite departmental plan.

It may be thought at first by some readers that there would be difficulty in dividing into departments a store which, like a shoe store, might itself form one of the departments of a true department store. But on second thought it will be seen that there are several possible departments even in a small retail shoe store. For example, many shoe stores sell stockings; there are men's and women's shoes; and there are costly and cheap shoes for men and for women. Many departments are possible in hardware, groceries, jewelry, and, indeed, in every wholesale or retail business whether it be large or small. Neither need departments be separated by partitions or show cases; an imaginary division is quite enough so long as the proprietor is conscious of it and uses it on the control-cards to secure a reliable sales-analysis.

It is the only method by which unprofitable departments may be reorganized intelligently.

Have you divided your store into departments?

After the departmental plan has been arranged an inventory must be made on the control-cards which are designed to exhibit every necessary fact for every day in the month. A sample card is shown, Figure 2 but the exact shape and size will differ somewhat with the department or kind of business involved. The idea is adapted to the most widely differing merchandise as for example shoes and wire nails,—or canned goods and vacuum cleaners. By printing on both sides the capacity of the cards may be doubled, and by using a card twice the size, folded in the middle, a quadrupled capacity is secured.

Many methods are practicable for indicating to which department a control-card belongs. Probably the simplest is by means of tinted cards, of which there are seven standard colors: White, blue, red, green, yellow, salmon and grey. If a greater variety is needed, the name of the department may be printed faintly in large characters on the face of the card; or the upper edge of the card may be indented of clipped at the corners so that it may be identified at a glance. Whatever plan is adopted should be considered carefully beforehand since changes are troublesome and expensive.

The row of figures at the top are the days of the month and the blank spaces below are for the quantities "Rec'd," "O. H." (on hand), "Sold" and "O. O." (on order.)

According to figure 2, the firm had on hand at the opening of business on August 1st, 19 pairs of size 9 and 11 pairs of size 9½ black oxford blucher calf shoes, style 2783, which cost $4.50 a pair and were bought of Stevens and Company. During the first week of August, 18 pairs of size 9 were sold, two pairs were returned by customers (one each on the 4th and 5th) so that three pairs were on hand at the opening of business on Monday, August 7th. On the same day 24 pairs were received which had been ordered on the 2nd.

Certain of the figures, like "returned goods," usually are made with red ink, but the color cannot be shown in the engraving for which reason the figures are enclosed in a circle. The figures 24, "O. O." also should be cancelled with red ink. In practice most words are abbreviated and "Black Oxford Blucher" would be written "Blk Ox Bl."

These cards it will be observed constitute a perpetual inventory which displays at a glance every factor in which the management and the buyer may be interested: At what rate the goods are selling; which sizes are selling fastest; which styles are most popular; when it is time to order more; and which of the goods must be marked down. They are under the charge of one person who makes all of the entries and are mounted in an open rack. Probably the most remarkable characteristic of the control card is the fact that changes are recorded within a quarter of an hour after they take place, so that those in authority, if it is necesary, may know the precise condition of the whole stock at any hour of the day.

From this description it is evident with what certainty and rapidity judgments may be formed and policies may be altered.

Is not your business the most important of any in the world to you?

Do you intend to apply control-cards as soon as possible?

To provide the facts for this control a coupon bearing the style number is detached from the ticket with which each article of merchandise is provided when it is placed on sale; and this coupon it is necessary only to transmit to the person who has charge of the control-cards. As an interesting economy (although having really nothing to do with this particular subject) these tickets are made in triplicate and are printed on an addressograph. Not only has there been a direct saving in the number of people employed in marking the goods, but there has been a surprising elimination of errors; and, of course, the very common troubles due to poor handwriting have been obviated wholly.

It follows therefore that the careful study of this subject brought indirect improvements as well as those betterments which were sought more particularly. Labor-saving devices usually ensure also a much higher degree of accuracy.

One very great improvement and savings not mentioned yet is the increased knowledge of what constitutes the proper mark-up in various lines. Hitherto there was a sort of happy-go-lucky guessing contest as to what might be a reasonable spread. This has given away to the recorded facts shown upon the control-cards. It has not reached the high plane of a fixed-mark-up percentage for each class of goods, but even that is expected as one of the results in the near future, and in the meantime most of the usual and costly errors have become things of the past.

It would be difficult to exaggerate the improvement in the morale—the enthusiasm—of the sales force which will follow the introduction of the control-card method. Naturally this has brought with it a higher ratio of sales to the time expended in selling. A very definite certainty exists that the profit due to quicker turnovers will be matched by the saving in selling expense; and this again is certain to be reflected in the attitude of the sales force toward their employment and particularly toward the sale, which will be regarded by them more in the light of a probability than ever before. There is nothing strange in this. A feeling of confidence is the first requirement for successful selling and merchandise which drags must have a deterrent effect upon those who attempt to dispose of it.

Do you believe in guessing or knowing?

It should be understood very clearly that while the control cards are for the purpose of collecting information which is required in every business, there remains the necessity to condense the figures which they display in the form of a report. This should be done weekly and monthly in any event; and preferably there should be reports of the previous day's operations placed upon the desks of each person in authority every morning. Without these reports the management fails to secure the benefits endowed by the control cards and the chance for immediate action is lost. Opportunities for a profitable change in policy may come suddenly and if not taken

(Continued on page 43.)

Business is Good With This Man

George T. Creary, of St. John, is Forced to Seek Larger Quarters —Finds That "A Specialty Shop for Men and Women Who Buy for Men" Gains in Popularity—The Style Propaganda Pays— Description of New Store

SUCCESS has steadily dogged the footsteps of George T. Creary, the energetic young men's wear retailer of St. John, N. B., whose new departure in merchandising was described in the April issue of Men's Wear Review. Mr. Creary holds a theory that style should and can be made a paramount issue in selling merchandise, to the complete exclusion of all question of price. Mr. Creary furthermore, adopted a slogan intended to widen the scope of his business, namely: "A specialty shop for men and women who buy for men," which proved eminently satisfactory as proved by the fact that it has been found necessary to transfer the Creary store to larger and more centrally located premises this summer.

To a staff member of Men's Wear Review who visited the new store, Mr. Creary pointed out the fact that specialty merchandise requires fine equipment with which to set it off. "Our new store will be among the finest in Eastern Canada," he explained, "and the entire equipment will be of glass and quartered oak, featuring the latest ideas in revolving racks for clothing as well as in silent salesmen for the display of haberdashery."

Entering from the main door which is flanked on either side by two large display windows finished with hardwood panelling, the hat and cap department is found at the extreme left. Glass-encased shelving runs round four sides punctuated at intervals by mirrors for fitting purposes. Pillars which divide the main floor into aisles are faced by mirrors on all four sides, thus contributing a much more spacious effect than were the pillars to be left in their original state.

Racks for 1,100 Suits

Shelves for displaying bolts of cloth are ranged next to the headwear section on which the materials for custom-made clothing are stocked. At the extreme back of the new store are placed the clothing wardrobes, equipped with revolving racks capable of holding as many as 1,100 suits. These racks are made entirely of glass in keeping with the uniform scheme of glass-encased merchandise throughout.

Fitting rooms and office space are provided also at the rear, above which the tailor shop is located. Continuing up the right side are found the separate sections devoted to the showing of pyjamas, shirts, underwear, hosiery, gloves and collars, each range kept distinct and shown effectively in its own display case. The collar range is an exceedingly comprehensive one and occupies considerable space close to the front entrance, where it is found that most customers linger on entering and leaving the store.

Aisle Tables for "Specials"

Three aisle tables for the display of extra specials are placed in the centre of the floor, equipped with a metal rail and fixed stand for a show card. These tables it is said, take care of any odds and ends which accumulate during a week's selling.

The decorative scheme is subdued but in good taste, reflecting the conservative atmosphere in which really high-class merchandise appears at its best. A cork linoleum carpet covers the entire floor, over which an oriental rug is laid, and the walls above the fixtures are tinted a soft cream. The area of the new store is approximately 85 x 20 feet and adjoins the firm of Macauley Brothers & Company, a long established dry goods firm in St. John. The location of the new store also cannot be surpassed insofar as convenience is concerned, being close at hand to all the leading hotels and theatres and midway up the principal business street of the city.

During the month of August, Mr. Creary held a reception to inaugurate his removal to the new store which was widely attended by many customers and friends of the successful young proprietor and manager. On this occasion no goods were sold but guests were shown over the establishment by members of the sales staff. An orchestra provided entertainment during the reception which proved an auspicious send-off to the enterprise.

A Successful Advertisement

Mr. Creary stated to Men's Wear Review that his plan of using only original and fresh advertising copy in the daily press had proved unusually successful, and the response to appeals which possessed the merit of individuality was unfailingly good. During the spring Mr. Creary experimented with a personal letter to several thousand men picked by himself from among the leading citizens of St. John, in which he enclosed a cheque for $5 to be paid to any customer purchasing a suit or overcoat before May first at the Creary store. The cheque brought forth a large response from fully four-fifths of the recipients, who called to enquire if the offer could be extended or met on the partial payment plan, etc., in cases where an actual cash purchase could not be conveniently made.

Code of Business Ethics Is Promulgated by Clothiers

A code of ethics to govern not only the retail business, but also the relations between retailers and consumers, was unanimously adopted at the executive session of the National Association of Retail Clothiers in convention in Madison Square Garden. Fred Voiland, vice-president of the association, headed the committee that drew up the code, which follows in full:

"We admit that the cornerstone of commerce is integrity; that the assets of any commercial institution consist of honesty and business character first—and after that, service and merchandise.

"We hold paramount the truth that advertising's a covenant with the public; that the spoken or printed word is as binding on performance as an oath in a judicial tribunal, as sacred as the personal pledge.

"It is our constant aim to so administer the affairs of this institution that individual service to the consumer is not diminished or minimized by reason of volume of trade; that interested, personal service, based on the needs and requirements of the individual, is our first duty and chiefest task.

"Mutual exchange of confidence between buyer and seller is essential. We affirm that the history of any article of merchandise concealed beneath trade expressions or symbols (the meaning of which leads the buyer to form an opinion more favorable than would obtain without such disguise) is unfair to the buyer, and therefore contrary to our ethics."

TAILORING DEPARTMENT

THE B. R. BAKER CO.

No. 31904

Date Amount

Article By Cash

Salesman C. O. D.

Check No. Charge

Name

Address

Between
What Streets

Call
Send

	Tailor's No.	Pressed By
Coat		
Vest		No.
Trousers		
Overcoat		Size

No. 31904 SHOP TICKET

OPERATOR NO.

CUSTOMER

No. 31904 CALL CHECK

THE B. R. BAKER CO.

1001-3-5 Euclid Ave.

PROMISED PLEASE CALL

DATE 5TH FLOOR

ARTICLE

SALESMAN

No goods delivered without this check.
Not responsible after 30 days.

TELEPHONES

PROS. 3730 ERIE 122

Form 1A-921-25M

COAT

COLLAR - Shorten Raise Tape

BODY—Take in sides Hips more spring

SHOULDERS—Take in Raise

SLEEVES—Shorten Lengthen

SHORTEN SKIRT Close vent

To Be Finished		
TIME	A.M.	P.M.
Mon.		
Tues.		
Wed.		
Thurs.		
Frid.		
Sat.		

VEST

TROUSERS

Waist Thigh

Seat Knee

Inseam Cuff BOTTOM

Crotch Lower Waistband

Alterations constitute one of the outstanding problems of the retail clothier. In fact, there are some designers who say that the majority of clothiers after many years of experience have yet a great deal to learn with regard to the economical operation of this department.

Herewith are facsimiles of the form used in the tailoring department of the B. R. Baker Company, of Cleveland—both the front and reverse side of the card are shown. It will be seen that it takes care of the garment and every detail of the alterations from the time the salesman makes the sale until it reaches the home of the purchaser. If alterations are to be made, the tailoring department is then responsible for the delivery of the garment and the payment for the same—the salesman's part in the transaction is completed when he hands the garment over to the tailoring department. The reverse side of the card is used for indicating the alterations required.

In the tailoring department of this firm all garments for alteration are placed on the clothes racks in the order in which they are taken to the department. This enables every operator to complete the alterations on one garment before another one comes before him; unless this were done two garments requiring similar alterations might come before him at the same time.

This card is a white one. A pink one (exactly the same form) is used in case a garment is returned to the tailoring department for further alterations.

INCREASING TURNOVER BY STOCK CONTROL

(Continued from page 41)

advantage of at once may disappear as quickly as they came. Control cards are largely to provide for these sudden changes which a wide-awake merchant can convert from a loss into a profit only if he has before him a picture of what is taking place.

Two forms of reports are needed: (a) slow-selling merchandise; (b) quick-selling merchandise.

These will be considered separately because they relate to problems which are entirely distinct from each other.

(a) Slow-selling merchandise must be recognized immediately in order that the mark-down shall not be delayed beyond the proper moment and to ensure that future purchases of that class shall be made with more caution.

(b) Quick-selling merchandise should be emphasized in the minds of those who are responsible for buying and this can be done only through visualizing what has taken place by means of the actual figures and dates.

If other business men find these facts necessary, should you not provide yourself with them also?

No particular importance need be attached to the precise form in which these reports are made so long as they are of a size to fit standard filing cabinets. They should display a short description of the merchandise, the name of the manufacturer, the quantity sold, the quantity unsold and the date when placed on sale. In the case of slow-selling merchandise the report should show the mark-down (if any has been made) and the sales since marking-down. Both of the reports should have a sufficient space for remarks.

In an establishment of any magnitude the best results can be ensured only by employing someone from the outside, whose duty shall be to study the existing practice and apply better methods wherever it can be shown that an improvement is likely to follow. In one instance very great results were secured through a young man who had never sold a dollar's worth of merchandise in his life and who had no merchandising experience of any sort. But he had an observant eye, and analytical mind and a diplomatic manner. Those who have been close to a business, who have seen it grow to large dimensions from a small beginning, usually are the last to believe that any improvement can be suggested which they would not themselves think of first, unless they have rare qualities of vision and imagination—unless they are bigger than their jobs.

Management begins with Man and distribution is Man from the top to the bottom. Thoughtless management helps no one, the management least of all. The more exact, the more progressive, the more scientific distribution can be made, the more everyone will be helped from and including the producer to the consumer.

Control-cards are a means.

Watching Details Prevents Losses

Well-known Banker Says That Failure to Give Full Attention to Business Results in Loss of Profits and Ultimate Failure in Business—Merchant Does Well to Give All His Energies to One Line of Work—Outside Interests Kill Business

The accompanying article is part of an address given at the second annual Progressive Business Congress held at Minneapolis, Minn., on September 5th and 6th by C. B. Mills, President of the Midland Bank. The banker gets a different angle, perhaps, on the retailer's problems than any other person. For that reason, the remarks of Mr. Mills are of special interest, and we think them well worth the careful attention of our readers.

IN DEVELOPING this paper, I have taken into consideration what I believe to be the most important problems that the average independent retailer must face. If I seem to touch upon fundamentals, I hope you will not conclude that I am endeavoring to give any new points in merchandising but rather to give you the viewpoint of a banker who has by intimate contact with retailers for many years learned what to look out for and what to develop. In my experience with merchants in small towns (and the same conditions apply generally to larger towns), I have found retailers who have been outstanding successes in their businesses. They have developed from humble beginnings and by sheer persistence, ability, and concentration have made their establishments the pride of their communities.

One Line of Work at a Time

Modern competition is so keen that one can hardly hope to build a successful business without devoting unlimited time and attention to it. One cannot scatter his time and capital in other enterprises, and hope to succeed in his chosen field, for no man, unless he be far above the average and have unlimited capital at his disposal, can do justice to more than one line of work at one time. In my experience I have seen successful merchants try to spread their time and capital on other interests and have seen them embarrass their own businesses by failure of outside interests. It is always sound policy for the cobbler to stick to his last and this is certainly as applicable to the merchandiser as it is to other business men. If one has devoted years to retailing, he should concentrate all of his time and capital to retailing, for it is hardly logical to presume that an expert merchandiser can quickly become an expert in other lines and hope to stand shoulder to shoulder with men who themselves are thoroughly trained in the businesses which the retailer hopes to enter as sidelines. The men who have made conspicuous successes are those who have had but one thought in mind: "How can I make my business more valuable to the people I serve?"

Coercion is Practised

The man who does spread himself, however, does not usually do so of his own violition. He is coerced into an outside interest by some high-pressure salesman who is able to present his proposition so attractively that the merchant is made to feel that the enterprise is for civic betterment, and that with the aid of his talents and capital the enterprise will develop into an outstanding success both for the community and himself. The sad realization, however, usually comes too late. There is always an explanation why the enterprise did not succeed, but this hardly restores the lost capital to the merchant's business or the time of which it has been deprived. I could tell of many unfortunate cases where retail merchants have been progressing nicely until they became interested in a chain of elevators a mining corporation, New York real estate, or Florida fruit orchards. If these merchants had invested their money in their own business or in good real estate in their home town, they would have continued to progress and to-day very likely would be conspicuous successes in their home towns. There are many sad cases where the entire assets of merchants have been lost in the attempt to carry greater loads than their capital or brains would permit.

Watch the Basket

It has been said, "Don't put all your eggs in one basket." This applies pointedly to the investor, but for the retail merchant it is far better to "put all of his eggs into one basket and then watch that basket." The average small town merchant has strong competition from outside sources, and it behooves him to concentrate absolutely on his business or he is likely to die painfully in the face of more forceful merchandising about him. Mail order merchandising is legitimate, and so is that of the chain-store. The local merchant can successfully meet this competition (as all of you are apparently doing) if he will take the time and trouble to analyze the situation and apply the remedy. People are by nature locality-loyal, and if the merchant keeps his establishment attractive, watches his turnover, jealously guards his credits and remains always on the alert, he need not give much concern to imaginary terrors of outside competition. But he must devote all of his time and capital to his business, for his outside competitors never relax; they know that sustained effort alone can bring the coveted prize.

Efficient Management

To my mind, an important thing for the small retailer to consider is efficient management. Business at present is of such a character that if the retailer does not carefully watch every detail, he is likely to find himself running into a loss rather than a profit. To many merchants, merchandising is nothing more than keeping a store, and usually the store is hardly a success in even keeping the merchants. To some, it is just stocking and selling. Modern merchandising methods of increasing turnover and reducing expense by pushing stale stock do not appeal to them. These matters are looked upon as theoretical and therefore not to be taken seriously. But the art of merchandising, of successful store management, has made such rapid strides during the past few years with the development of the chain store, the mail-order house, and co-operative agencies, that if the small retailer does not follow merchandising progress, he is liable to become a helpless spectator as newer stores with newer ideas adopt his customers.

ROBINSON'S SANTA CLAUS

A publicity stunt that attracted widespread interest on Christmas Eve last year in Montreal was a realistic appearance of Santa Claus, driving in a big sleigh filled to overflowing with presents of all descriptions through the main business streets of the city. At stated intervals Santa stopped his sleigh and gave away toys to children who gathered from far and near to receive the old saint's bounty. Beginning at 6.30 p. m. Santa Claus traversed the greater part of the city all through the evening, concluding his journey shortly before midnight. The idea was carried out by Robinson's Clothes Shops Limited, who announced the event through the medium of the French and English newspapers and were well rewarded by the enthusiasm of the children accompanied by relatives who were fortunate enough to receive a free gift.

How Handkerchiefs are Made

Canada Now Manufactures Them in Millions Where Formerly They Were Imported—Industry Still in Its Infancy—The Process Described—Some of the Novelty Christmas Lines—Matter of Size of Man's Handkerchief Important

HOW IS a handkerchief made? This question can be easily answered by visiting the factory where hundreds of thousands of handkerchiefs are made annually in Canada, for men, women and children, and where marvellous machinery performs miracles of intricate needlework, imitating all handwork so closely that it can scarcely be detected.

For a long time the idea has been entertained that the best handkerchiefs and the bulk of such merchandise sold in this country had to be imported from Europe and it is satisfactory to know that Canada is now producing millions of handkerchiefs annually for her own consumption, made of linen, cotton, silk, lawn, etc., finished with embroidery or other novelty effects fully equal in appearance to those made abroad. The handkerchief industry is, however, still in its infancy in this country, due to the aforesaid belief that European merchandise is better in every way, but each year the demand is growing as Canadian-made handkerchiefs continue to improve in design, quality and variety.

Two Sides Hemstitched First

No matter of what material the handkerchief is to be made, the initial process is fundamentally the same, namely, the web of material has to be cut in a particular manner, which is done in this wise. All the material comes to the factory in a 300-yard piece, and this long web is carefully unfolded on a very long cutting table, so that the 300 yards form only a few layers. This material is then slit down the centre by a cutter, called an electric traveller, which divides the cloth into pieces each measuring about 18 inches in width. Each of these halves is cut into sections measuring 60 yards in length and taken to a hemstitching machine which runs automatically and can be adjusted to run a quarter, half or one inch hem as desired, on the length of cotton. Fourteen of these machines can be attended to by one girl at once, so simple are they of control, and should a thread happen to break, the machine will stop of its own accord until the thread is once again running smoothly.

When one long side is fully hemmed, the cloth is reversed in the machine and the opposite side is done in the same way, so that the length of cotton is hemmed on two sides the entire length of the 60 yards.

Next, the 60 yard length is cut or squared off to the correct size of the handkerchief, all but the cheaper grades of handkerchiefs being torn instead of actually cut with a knife or shears, since tearing ensures perfect alignment and accurate matching of corners when the handkerchief is folded.

The handkerchiefs are next taken to still other hemstitching machines, in order that the other two sides may be finished. These are operated by girls who are able to finish the edges so skilfully that the hemstitching seems to be done all round in one continuous operation, and the corners are finished without leaving any uneveness whatever.

After this, the handkerchiefs are dampened and ironed, some on a huge mangle, others by hand, to impart a linen-like finish which is particularly effective. Then they are folded into the required sizes for packing into cartons or boxes, and are tied up, boxed and shipped for distribution.

Embroidery Imitates Handwork Closely

Such are the main steps in the making of an ordinary hankerchief without any elaboration such as initials or embroidery, the first named of which is becoming more and more a popular feature with purchasers of men's handkerchiefs. The hemstitched handkerchief is taken to an embroidering machine, operated exactly after the same process whereby a lady does embroidery upon a piece of material in a hoop. Thirteen dozen handkerchiefs can be done at once in this machine, each handkerchief being folded in a particular manner so that one point extends upwards, caught firmly with a metal clip, after the principle suggested by an embroidery hoop. Extreme care must be exercised that all handkerchiefs are adjusted accurately in this rack, for if the least irregularity occurs the finished initial or wreath will look badly and the handkerchief will be spoiled.

This machine is operated by a man who is seated at the extreme end with the sketch or drawing of the design or initial before him. By means of an indicator he guides the machine, tracing each stitch on the design out in such a way that the finished work can scarcely be detected from hand embroidery. The machine is kept supplied with needles threaded with silk or cotton as required by the design by means of another machine close at hand, which is almost human in its efficiency. Into this auxiliary machine, a girl feeds the empty needles which are automatically threaded from a large spool of thread, the right length is then cut off and a knot put in the end—all by machinery—after which the needle is stuck in to a cushion in readiness to be placed on the embroidery machine when needed.

Cross-Span Corners are Preferred

Some designs take longer than others to complete, but either simple or quite complex embroideries can be turned out equally effectively upon any texture. Owing to the fact that the present fashion demands corner embroidery done in the style known as "cross-spanning," the process takes somewhat longer to accomplish and adds to the work of adjustment and working of the hankerchiefs.

All white handkerchiefs are at present of course, by all means the most wanted style, and it is estimated that this factory turned out hundreds of thousands of white cotton handkerchiefs for men in the past year alone. The plan of retailing these goods in cardboard cartons or paper containers has revolutionized the industry owing to its appeal to personal cleanliness and individuality on the part of the purchaser. Many different grades of cotton are employed for making these goods so as to provide a choice to retail at such popular figures as 2 for 25 cents and 25 cents apiece. Linen handkerchiefs with an artistic initial are manufactured to retail at the fifty cent figure and are becoming rapidly a popular item with the best trade.

Colored Novelties For Holiday Trade

For the coming Winter and Spring, this factory is concentrating upon a line of colored novelty handkerchiefs for men, in silk as well as cotton fabrics. The former will be more in the nature of pocket decorations and will be made of heavy quality crepe de chine, Jap silks, silk twills, etc., in bordered and dotted effects as well as all-over figures and plain solid colors. The silk handkerchief will be a popular seller for the Christmas trade, it is predicted, owing to the heavy demand from retailers at present. A fine pin dot pattern in yellow and navy blue ground is one of the "best sellers" put out by this firm.

Khaki handkerchiefs also have come back again into very general use, necessitating the manufacture of large quantities, according to representatives of the firms with whom Men's Wear Review discussed the subject. Formerly, only a military accessory, the khaki handkerchief has become a favorite with workingmen and others engaged in out-

(Continued on page 47)

New C.O.D. Service on Parcel Post Matter Can be Used to Advantage by Every Merchant

A Mail Order House is Not Necessarily One That Has a Separate Department for Handling Catalogue Orders—Making Use of a New Service to the People—Anything That Makes Shopping Easier for the Customer Helps You to Give Better Service

THERE is a possibility that a number of merchants may, at first glance, regard the recent regulations governing Cash On Delivery service on parcel post matter as a concession entirely for the benefit of what has become known as the mail order house. The popular conception of a mail order house is a house that has a separate department for attending to orders that come through the mail as a result of catalogue or other advertising. There is nothing faulty in that conception; on the other hand, there is no reason why many merchants should not do more business by mail, and take advantage of this new regulation which is an unquestionable service to the people of this country. Objections have been raised to the parcel post system on the ground that too little is charged and a deficit is being created which has to be paid by the people of this country in order that what we call mail order houses may do a big business. To our mind that is not the issue to be debated in this new regulation regarding C.O.D. for parcel post. It is a service to the people—to your customers—and if you can turn it to advantage in your business do so. The other matter regarding deficit is another matter and should be dealt with as separate matter altogether.

Chance for Better Service

If the government passes a regulation which the merchant can use toward improving the services which he has to offer his customers, the merchant who does not make use of it is unwise. He is, we think, not well advised simply to sit down and take the view that it is a sop for the big mail order houses. As a matter of fact, there are hundreds of stores throughout this country that are doing a mail order business and do not have to be told the advantage there is in

Regulations Governing C. O. D. Service on Parcel Post Matter

THE OFFICIAL wording of the notice concerning the application of C.O.D. service to the Parcel Post, as appearing in the Canada Gazette, is as follows:

POST OFFICE DEPARTMENT, CANADA,
OTTAWA, 25th August, 1922.

PUBLIC notice is hereby given that a C.O.D. service in connection with mail matter will come into effect on the first day of October, 1922, under the following regulations:

C.O.D. SERVICE WITHIN CANADA

C.O.D. Fees

On and after 1st October, 1922, a C.O.D. service in connection with mail matter will be established within Canada whereby charges due the sender up to $100 may be collected from the addressee and remitted to the sender by post office money order. This service will apply only in the case of mail matter posted at a money order post office for delivery at another money order post office within Canada. Rural routes starting from money order post offices are for this purpose considered as money order post offices and may be granted a C.O.D. service.

The scale of C.O.D. fees will be as follows: 15 cents if the amount to be collected is not more than $50; 30 cents if the amount to be collected is more than $50; limit of collection, $100. The fee must be paid by means of postage stamps affixed to the article by the sender, and is additional to the ordinary postage.

The C.O.D. fee also covers insurance and registration.

(*a*) The C.O.D. fee covers insurance, in the case of parcels prepaid at parcel post rates, to the extent of the value, against loss, abstraction or damage, while in the custody of the postal service, not to exceed $50 when a 15 cent fee is paid, and not to exceed $100 when a 30 cent fee is paid.

(*b*) The C.O.D. fee covers registration in the case of articles prepaid at other than parcel post rates. This carries with it indemnity for loss only, which in no case shall exceed $25 or the actual value of the lost article when the same is less than $25.

Claims

(*a*) In case of C.O.D. parcels prepaid at parcel post rates the same general procedure is to be followed in regard to claims as in the case of insured parcels; the same restrictions as to the indemnity, etc., will apply.

(*b*) In the case of C.O.D. articles prepaid at other than parcel post rates the same procedure is to be followed in regard to claims as in the case of other registered articles; the same restrictions as to indemnity will apply.

General Regulations

In specifying charges to be collected, the sender may include postage and the C.O.D. fee paid.

It is forbidden to send articles C.O.D. which have not been ordered or requested by the addressees.

No article is to be accepted for C.O.D. which bears any wording to the effect that the article may be examined before acceptance as the C.O.D. service does not carry with it any examination privilege.

In the event of the addressee having paid the charges due on a C.O.D. article, and after examination of the same desiring to hand the article back and have the money refunded, such request is under no circumstances to be complied with. It is the duty of the delivering office to collect the amount due and remit it to the sender of the article, and it may be explained in the circumstances above indicated, that any objection to the goods received or desire for return of the money, is entirely a matter for settlement direct between the addressee and the sender. The Post Office is not concerned in any way in this phase of the matter, and postmasters are not to exercise any discretion in regard thereto.

this new regulation. Every merchant can, if he so wills, turn his store into a mail order house. For instance, a little tailor, formerly in Bowmanville, recently moved to the city of Toronto. About the first thing he did was to turn his little institution into a mail order house by the insertion of a little advertisement in the Bowmanville paper. He told the people of his former town that he had moved to Toronto but that he would still attend to their business from his Toronto store. This new regulation enables him to give his former customers a better service than he otherwise could have done if the regulations did not exist.

How to Make Use of It

There are ways in which this new regulation can be used by every merchant. In the first place he should make use of it in his daily advertising. There are very few merchants advertising whose advertisements are not read by people in the surrounding community who are served by rural mail. Perhaps the average town is surrounded by two or three or more villages and a fairly large sized rural population. This gives the average merchant a chance to announce this service for his customers, telling them that either a telephone or a mail order from them will receive their prompt attention and that the parcel can reach them, probably the same day, but the next one for certainty. The point might well be emphasized that quicker service can be given by you than the farther distant houses that have become known as the big mail order houses. Even if it is a matter of samples—providing a practice is made of sending samples—this can be carried out and there are few places where either merchandise or samples could not reach their destination within twenty-four hours after the receipt of the order, that is, in the more thickly populated parts of the country. At all events, every merchant is in a better position for quick service in his own community than any of the larger mail order houses that have been getting a good deal of this business.

Another Use

There is another use to which this new regulation can be put with good results. Suppose a customer comes into your store for some merchandise that you do not happen to have—you may either be out of it or it may be a line you do not carry regularly. You know exactly what is wanted and know exactly where the merchandise can be procured. It gives you a chance to give quick service to your customer and the very nature of this regulation will enable you to save time. It is an easy matter for you to tell your customer that you can have this merchandise in his hands tomorrow, even without the necessity of coming into your store again. You can get in touch with your wholesale house or your manufacturer and tell them to send the merchandise to the proper address, instructing them to make certain charge for the same. There are, undoubtedly, many instances of this creeping up every day and the merchant has the chance to tell his customer that the service wanted can be given within a few hours of the receipt of an order for merchandise that does not happen to be in stock.

Study the Regulations

On the whole it appears that every merchant in the country can turn to distinct advantage these new postal regulations. These should be carefully studied by every merchant to see just what use he can make of them in his own community. Anything in the nature of a government regulation that is a service to the people is a service to the merchant because it enables him to wield it for the betterment of his store service—and that is the very best method known to us to build up a permanent, aggressive business.

HOW HANDKERCHIEFS ARE MADE

(Continued from page 45)

door occupations, besides boy scouts, etc.

A hint to the retail buyer with regard to the purchase of men's novelty silk handkerchiefs was imparted in this connection. Most retailers make the error of buying men's handkerchiefs in too large a size, particularly where the article is only wanted to wear in the breast pocket. The average man wants a moderately sized handkerchief, such as is put out in this country and finds the majority of British-made goods are extra large, having been intended to be worn up the sleeve instead of in the pocket.

George Wesley, of Peterboro, who has been for a number of years with Oak Hall store, has taken over the business of the Peterboro Tailoring firm.

Postmaster-General Expresses Views Regarding C.O.D. System

Claims Department Stores Will Not Benefit, But That New System Will Work Out to Advantage of Smaller Retailers

THE Postmaster General does not think it advisable to hold up the new C. O. D. system, in response to requests for delay which have been made to him from many quarters. A request was made that the matter be held up for 6 months in order to give retail and other associations an opportunity of making any suggestion which they might think advisable in connection with the working out of the new plan. The new C. O. D. was sprung suddenly, and becomes effective Oct. 1. If the matter is handled as the Postmaster General's letter suggests, and it can be shown that the new system will pay its own way, there will probably be no great objection from retailers. The retailers feel however that a close watch should be kept on the cost of operating innovations of this kind, and strongly object to deficits being charged up against other departments. The letter from the Postmaster General follows:

Ottawa, 8th September, 1922.

W. F. Macpherson, Secretary, The Ontario Retail Hardware Association, Prescott, Ont.

I have your communication of the 6th inst., quoting a resolution passed at a meeting of the executive of your association held in Toronto, Monday, 2nd instant, to the effect that the introduction of the C.O.D. service in connection with mail matter should be deferred for six months for the reason that the extension of this service will be an advantage to city departmental stores and mail order houses, and will work to the detriment of the retail stores, and will impose an additional burden on the postal service, while at the same time competing with the National Railway Express Service, and I am inclined to the opinion that the resolution was passed on a misunderstanding of the whole situation, and that the fears of your association are groundless.

As a matter of fact no request for C. O. D. service was made by any departmental store or mail order house in Canada. As I understand it they make very little use of the C. O. D. service which the express companies have provided for many years, for the reason that it is becoming a general practice to pay the cost of transmission of goods and as the goods are ordered from catalogues in the hands of the customers and the prices are correctly stated, all difficulty is removed in regard to enclosing the proper remittance, that this has become the established method of conducting mail order business. It is not expected that their method of doing business will be changed nor that the C. O. D. system in connection with mail matter will have any material effect in so far as these houses are concerned.

To tell the truth it is expected that the retail stores will be the ones that will benefit most as they do not as a rule issue catalogues, and a C.O.D. system would therefore be a distinct advantage to them as rural customers would be able to order goods by mail even though they have no knowledge as to prices, the C. O. D. filling the deficiency in this respect. In fact it has been local business firms, particularly those engaged in repair business, such as jewellers, automobile accessory manufacturers, etc., who have been pressing the Derpartment for the establishment of the C.O.D. service in connection with mail matter.

Study the Man and the Locality

Springhorn and Graham, of Buffalo, Employ Methods Best Suited to Their Clientele—One Man May be Persuaded Without Offense But the Man Who Buys Against His Will is a Liability to the Store —Views Expressed by Mr. Springhorn

THERE always will be discussions among merchandising men about selling to customers by introduction. "If a customer comes into my store wanting to buy a shirt shall I try to sell him a collar or a necktie also?" That is a question that has been asked many times and, perhaps, the negative and the affirmative answers to it have been given an equal number of times. We have noticed, however, that devotees of the affirmative side of the case very frequently do not put their theory into practice in the proper manner. The suggestion that is often made by their salesmen is a negative rather than a positive suggestion. Instead of suggesting that the customer take a moment to look at some new neckwear at reasonable prices, the salesman very often does it this way, "There is nothing else to-day is there?" and it is very easy to say no. If merchants really believe in the theory of adding to volume by suggestion, they should see that the suggestions are made in the proper way.

Salesmanship An Intensive Study

In the opinion of Mr Springhorn of Springhorn and Graham of Buffalo, N. Y., salesmanship is an intensive study. He believes that the first thing a merchant should do is to study the locality he serves and then study the men who come into his store. The same methods cannot be used with two different men. Their Buffalo store is situated in a locality of offices where there are many men who are in that section of the city only during their working hours. They eat in a hurry and they buy in a hurry—with some exceptions, of course. They are men who make quick decisions in their business dealings, be they either in their offices or in some neighboring store making a purchase.

Are Intelligent Men

Mr. Springhorn works on the assumption that these men are all intelligent men who know what they want and most of them—when they want it. There are odd ones who stroll in to look around or to make a small purchase and who are open to persuasion if they see something that takes their fancy and when they do, Mr. Springhorn or any of his salesmen take advantage of the occasion and cash in on it for all they are worth. But "intensive persuasion" is not used in this store with a great many of the customers who frequent it. "Men are intelligent being" said Mr. Springhorn to Men's Wear Review, "and most of them know what they want. I find that the different dispositions of men have to be carefully studied to see if a man can be led along to make other purchases by suggestion and introduction or whether, by their manner, they indicate that they have bought what and all they want at the time they come into our store. If a man clearly indicates by his manner that he does not want to be persuaded to buy or even look at anything else, we do not try to persuade him. None of the salesmen in this store are allowed to do so either. We give them every attention and courtesy we can in serving them, believing that they want quick and courteous service and that this kind of service will make them permanent friends of the store."

Two Examples

Mr. Springhorn gave two examples of the type of salesmanship employed in their organization. A young man came in to purchase a shirt. The salesman made a delicate suggestion about looking at something else and saw that it was not viewed with disfavor. Before he left he had been sold $27 worth of merchandise and it was not done against his will, nor was he persuaded to buy something he did not want. Mr. Springhorn believes that when a customer is persuaded to buy something he does not want it leaves a bad impression on his mind when he gets home. He says to himself, "I really didn't want that; why did I buy it?" Then, he recalls the methods of salesmanship employed, comes to the conclusion that he was persuaded against his will to buy things and decides to keep away from that store in the future.

The second customer wanted a hat. Mr. Springhorn sold him a hat and did not even suggest that he look at anything else. But there was nothing "short" about his manner; it was all courtesy and attention, and the customer went out pleased with his purchase and with the manner in which it was done. In selling a hat, by the way, Mr. Springhorn always shows a medium-priced one first. In that case, the customer cannot take offense if it becomes necessary to go either higher or lower in price, for it is easy to say "something better than that" or "something not quite so expensive."

Right Type for Small Store

Springhorn and Graham's store in Buffalo is not a large one. And for that reason, Mr. Springhorn believes that this type of salesmanship is the right kind for their store. He thoroughly believes that the small store has the advantage of the big one in personal attention, quick service and satisfaction all round. He says that they get many customers who come to them dissatisfied with the merchandise they have bought at the big stores during some of their sales. And in such cases they make an effort to make a friend of that person by giving him every attention possible, not pressing him if he indicates that this form of salesmanship is distasteful to him, and showing him that the small store is not behind the big one in the matter of quality merchandise. Mr. Springhorn believes that many of the small stores might well follow the bigger ones in this matter of studying customers and then applying to them the type of salesmanship that their particular disposition calls for. The big store seldom presses a customer to buy, while many of the small ones do; that may be why some of them are in disfavor. Springhorn and Graham try to strike the exact balance by studying their locality and the customers and serving them in an intelligent manner.

POST CARD BROUGHT XMAS BUYERS

Joseph Dupras, a Montreal haberdasher whose store is located at 1663 Notre Dame Street in a district quite far from the down town business section of the city, has found it a good idea to send out post cards each Fall to all customers and to households in the vicinity of the shop, announcing the arrival of new merchandise. These notices are usually mailed during the month of November and are printed on Christmas post cards bearing a sketch of Santa Claus on the reverse. Instead of having the address written on the card, however, the blank space is filled with the announcement, written in both French and English, to the effect that "Winter Has Come. We are prepared for the winter season and have a good stock of warm underwear, hats, caps, neckties, scarfs, gloves, shirts, etc., suitable for every purse. A warm welcome is extended to you."

These cards mailed in an unsealed envelope cost very little yet bring in good results and are more appreciated than the ordinary printed circular would be on account of the artistic nature of the notice.

C. A. Kenny, who for the past fourteen years has been employed with the Oak Hall store at Windsor, has been appointed manager of that store to succeed T. Bryden, recently made one of the directors of Oak Halls, Limited.

Did You Ever Stop to Think—

That in these days of keen business competition, every detail of your business needs the closest attention. As advertising brings better business, that detail should receive prompt and careful attention each day.

That every community should use every effort in locating in its community industries which will prosper, and in developing a planned effort to increase the industrial activity and payrolls of those now established.

That each citizen that boosts for his home industries is only contributing to his own prosperity.

That a good citizen is one who is willing at all times to make some sacrifice of his time and money to advance the common welfare of his city.

THAT PERSISTENT, CONSISTENT AND INSISTENT ADVERTISING, BY THE BUSINESS MAN, BRINGS STEADY RETURNS.

That advertising is the big thing that PUTS IT OVER. It has the driving power, it is the big force behind the sales, the unfailing energy that makes for Bigger, Better trade accomplishments; it can sell goods, city lots, farms, or anything else, it reaches the length and breadth of the country, its limit is the limit of the earth's inhabited expanse. Why not use more of it? Why not let the world know of the greatness of your city and country?

That you should not spend your time fighting among yourselves, it doesn't get you anywhere, it just holds your city back. The citizens of your city are just one big family anyway, and no matter what kind of family jars you have, you should not forget the words "MY CITY FIRST."

That your newspapers are a productive advertising medium for manufacturers, distributors, and retail merchants, because they prove the buying power of their readers.

That your city is a great retail center. She has stores of every kind. BUY AT HOME!

That the thrill of doing must first find lodgement in the minds and purposes of the citizens before any municipal benefit can be accomplished.

That the spirit of improvement is in the air. With a city that has so many natural resources as yours why not go a little harder after the business in your trade territory?

That your city and county need BETTER BUSINESS. Better business for the city man and better business for the farmers.

That advertising and better business go hand in hand. WHY NOT ADVERTISE MORE AND HELP YOUR BUSINESS AND YOUR CITY?

That you should swat CITY KNOCKERS.

THAT ENOUGH KNOCKERS WILL SOON MAKE A CITY LOOK LIKE AN ELECTRIC LIGHTED GRAVEYARD!

That a lot of business men should quit shaking their heads and start boosting business.

That you should get the boosting habit and advertise your city and your business, morning, noon and night.

That opportunities, no matter how golden, are not for the lazy man or the man who depends on luck to pull him through. Ability and hard work is the way to success.

That money is well spent when it buys community and business enterprise, confidence and morale.

That any time that money can buy something of infinitely greater value than money, it is wisely spent.

That a man's success in business depends much on the plans he makes.

That these are competitive times. Business men should use persistent, aggressive selling efforts. Business nowadays does not come to you, you have to go after it.

That if business men of neighboring cities come into your trade territory and get the business, it is because they are awake and on the job and that you are asleep.

That now is the time for every business man to keep awake and hustle for business.

That you should GET PEPPED AND STAY PEPPED UP!

This is another display arranged by J. L. Beaudry for the Two Macs, of Ottawa, featuring boys' clothing—one of the aggressive departments in this store.

Begins With School Boy, Young Man Follows; 70 Per Cent of Business is With Young Men

This Has Been the Method Employed by W. E. Farrell, of Fredericton, N.B.—Founded in 1899 With Furnishing Stock, it Now Occupies Three Floors—Makes Feature of Saturday Sales —Methods of Advertising

BEGINNING with the school boy and continuing with the young man has been the method employed by W. E. Farrell of Fredericton, New Brunswick, in building up his customer following, which he estimates as being fully 70% young men's business. According to Mr. Farrell, the young man likes to buy his clothing and his furnishings at the store which understands his needs, and at which he feels certain he can find the right kind of merchandise. When a store is not extensive in size it cannot naturally be expected to carry a stock comprehensive enough to meet the varying needs of every type of customer in a community which is made up of practically every strata of society and commercial life. For this reason Mr. Farrell's idea of concentrating on the young men and carrying everything from head to foot that they can possibly require, provides him with sufficient scope for becoming a specialist in the various shades of preference exhibited by the younger generation.

The business was founded in 1889 and originally comprised only furnishings, but some thirteen years ago a full line of clothing was added, representing various well known makes from which a selection can readily be made, ranging all the way from the most conservative models to the typical "jazz" style. In order to keep his stock constantly up to date, Mr. Farrell makes frequent trips to the large upper Canadian centres and superintends the buying personally. The store now covers three floors and is modern and well equipped in every particular.

Saturday Sales Are Popular

Saturdays are the big days with the "Broadway Store," as it is described, and all the year round the week-end finds the shop thronged with youths who want something with which to smarten up their Sunday attire. There are college and Normal School students, government clerks and civil service employees, for Fredericton is the seat of the provincial government, as well as an educational centre. There are many young professional and business men as well as prosperous young farmers who run into town in their cars each Saturday, while even the hundreds of factory workers and railway men who make Fredericton their home over Sunday are not despised as customers, since there is no unemployment whatever in the town, and money is as plentiful as in the good old pre-war days.

Outside view of the "Broadway store" of Queen Street, Fredericton, N. B. The proprietor, W. B. Farrell, is seen at the right of the picture.

Catering to so many varied tastes has naturally enlightened Mr. Farrell as to the preferences of the young man of today and in his opinion, this type of customer has never been as well dressed or as willing to purchase the best as is the case now. Such publicity as Mr. Farrell uses to extend his patronage is not sensational in tone but dignified and in the best of taste. Besides the local press, Mr. Farrell prefers the college magazine pubished by University of New Brunswick students and finds that a rather general display of the better kinds of merchandise in his windows is a never failing source of good results. Price tags are used to a considerable extent in this store, because despite the demand for quality goods, values are closely judged and competition is keen in Fredericton as elsewhere. The policy of the business has ever been to "stand back of every sale," which in the case of the "Broadway Store," is no mere idle phrase. Although emphasis is laid on the young men's trade, it should not be taken for granted that older men are not made welcome at the store as well, but as a matter of fact, there are very few towns of the size of Fredericton in which so great a number of young men are to be found. It is satisfactory to note that the lure of the great west has not succeeded in depriving this historical old maritime town of her youth to whom it is possible to secure employment suited to individual needs and who have not yet found it necessary to send away for their clothing and other necessities but spend freely the money that they have earned in their own home city.

NATHAN GORDON IS NEW CHAIRMAN

Nathan Gordon, Montreal lawyer, has been chosen chairman of the permanent board of arbitration between the Amalgamated Clothing Workers of America and the Montreal Clothing Manufacturers' Association. This position has been vacant for some time since the resignation of the last incumbent, H. S. Ross, K. C. The present arbitrator has been selected with the full approval of both parties who have experienced considerable difficulty in securing a representative acceptable to both sides.

The chairman is practically a judge in all industrial disputes between employers and workers in the clothing industry, his duty being to hear all minor disputes and decide on them, with the power to call in to his assistance the members of the Board of Arbitration if a case appears to be of such importance as to warrant the full board hearing it. He may be called upon to judge, for instance, whether a worker's conduct is such as justifies his employer in dismissing him. He may also be called upon to give a verdict as to whether a worker is entitled to ask that his foreman be censured or disciplined. When a question of wages, working hours or the like comes up, the whole board of arbitration would consider the case.

"LEST WE FORGET"

There is a danger that the tremendous sacrifices made by England and her Allies and sister dominions across the seas during the Great War may too soon be forgotten. While the arm of England's justice is "long as the winter's night" it is sometimes charged that her memory is short for those over whose graves kings have climbed to eminence.

In the upper picture Fred Ashfield, of Bryson-Graham's of Ottawa, has given an admirable balance and setting in his memorial window commemorating Armistice Day, 1921. The entire absence of any selling suggestion lends strength and dignity to the display. In the lower picture Mr. Bustin, Display Manager of Macaulay Brothers, Ltd., of St. John, N. B., has effectively used the red, white and blue to carry out his idea of victory with honor to those whose "last full measure of devotion" brought victory to a hard-fought cause.

Stress Useful Gifts for Christmas

Advertising Expert Says That the Ad. Writer Has Done a Great Deal to Popularize the Useful Gift—Getting at it Early—Classification of Gifts for Different People—Featuring Women's Hosiery in Men's Stores

A FEW helpful suggestions have been outlined for the Christmas advertising as adapted to the purposes of the average men's wear store, by an advertising expert in conversation with a staff member of Men's Wear Review this month.

"This year as during all preceding seasons," he said, "nothing has happened to dim the Christmas spirit but a great deal has happened to affect the public attitude towards spending. Therefore retailers should heed the advice to get down to brass tacks in advertising and feature, describe, and properly price the goods advertised, for the merchant who offers the best quality for the lowest price, and says so in his advertising, and proves it in his merchandising, will get the business."

Useful Gifts in High Favor

This expert stresses the policy of commencing holiday advertising in late November in order to fix the gift idea firmly in the mind of the public at an early date. Last year the practical gift may fairly be said to have come into its own and no longer carries with it the stigma of the "poor relation." People have become more broadminded and the belief is now gaining ground that the useful gift most truly expresses real sentiment. "It is due to the efforts of the advertising writer," continued this man, "that people's minds have been directed away from the purchase of useless 'white elephants' to the selection of extremely practical gifts of the character of wearing apparel. In this connection,the men's wear store has only begun to scratch the surface of the possibilities in Christmas gift trade and now that the perennial vaudeville joke about women's gift neckwear or cigars has lost its significance owing to a proper understanding of the word 'service' by salesmen, there opens up a double prospect of profitable Christmas business."

Advises Classified Lists of Gifts

In planning Christmas advertising, this authority feels the copy writer is inclined to pay too little attention to the point of view of the shopper who does not know what to get. While advertisements are usually printed containing long lists of gift articles with illustrations and descriptions, not very many ad men have undertaken to analyze and classify their gift offerings according to their appropriateness.

It is perfectly obvious that very often a gift one would give to a father would not be appropriate for a friend, and consequently the store advertisement which classifies gift items under subdivisions such as "For Little Brother," "For Father" and so on, is of value to a wide number of shoppers who flounder helplessly through crowded stores with the vaguest notion of what to buy. This type of classification might be carried still further in a series of advertisements, for the relationships among individuals are not numerous after all and so the idea can be developed along the same lines with some such heading as these, "For the traveller," "For the golfer," or "For the college boy." This idea was well carried out last Christmas by the "Man's Shop" of the Lord & Taylor store in New York by means of an artistic folder lettered in scarlet and black, mailed to all names of the store's charge account list as well as other selected addresses. This folder was called on the first page a Christmas Checking List and inside three lists of appropriate gifts for the automobilist, the sportsman and the business and college man were given. On the back space was provided for memoranda and the suggestion was added, "If in doubt, give him a Christmas certificate. It can be cashed any time for a gift of his own selection."

Above is shown one of the new sports models in a four piece suit including knickers, shown by Clayton & Sons, of Halifax. This suit is manufactured from cloth made in one of the Maritime Provinces. It is made on easy lines, giving plenty of freedom to the wearer. Leather buttons are used to give an added attraction to this sports model.

There are innumerable changes upon this scheme which can be adopted to provide variety, for example, the idea of listing a range of styles and prices in each separate item of men's wear such as was done with success by the R. J. Tooke Company of Montreal in 1921. One of their advertisements listed some dozen items of furnishings under each of which a comprehenive range of styles and prices was given. For example, under the heading of pyjamas, no fewer than eight different styles were described at prices varying from $3 up to $18 per suit. The same applied to a miscellaneous list comprising such items as belts, leather collar boxes filled with collars, shirt stud sets and umbrellas, each having its price range mentioned.

Opinions are divided regarding the value of cuts in Christmas advertising but one thing is certain, the illustrations, borders and headlines must have the proper Yuletide atmosphere. According to the advertising authority already quoted in this article, the proper theme for early Christmas copy should be built up on some such foundation as affection for friends and relatives, appreciation of the services of business associates, especial consideration for women shoppers, and the advisability of selecting while stocks are most complete. Women who buy gifts for men are usually early shoppers and consequently a large proportion of the earlier Christmas copy should be directed to them, and pictures will undoubtedly improve the appearance and appeal of this type of advertising.

The Cold Logic of Business

Cause and Effect Follow One Another as Surely as the Rising of the Sun Follows the Dawn—Mistakes and Lost Opportunities Lead Irresistibly to Failure—Self-Development, Service-Betterment, Sales Promotion Links in the Chain of Success

THERE is a logic in business as there is in anything else. There are certain effects following certain causes as surely as the sun's rising follows the dawn. Cause and effect in business are irresistible. A man fails in business, he looks back over his business experience and he can see at a glance the causes for the failure. Too little attention to this, that and the other thing; no system here or there with the result that buying was overdone or sales promotion was not prosecuted as vigorously as it should have been. Or, perhaps, the man who failed was too self-contained; he lived only within the four walls of his store, never sought new ideas for his business, or figured out how he could give better service to his clientele. In the meantime, the man across the street saw an opoprtunity in this man's failure to give what the customer wanted; he grasped the opportunity and closed the other man's doors. And looking back on his failure, this man saw the causes as clearly as the light of day, and he had to admit that the effect was only what could be expected. The logic of events, as he reviewed them, was irresistible. One mistake led to another, one lost opportunity was the forerunner of others that were let slip because the loss of the first one didn't seem to matter much. But these mistakes and lost opportunities had a cumulative effect and in the end wrought his undoing. After the crash they were all so evident, but the logic of business seemed such a slow process before the crash that it hardly seemed real, just as it never seems real that the slow washing of the water will finally wear away the rock.

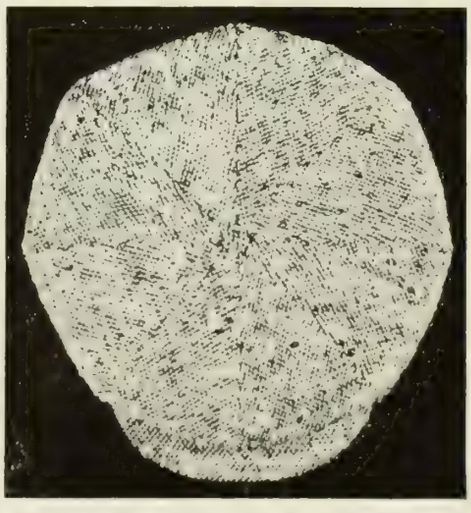
The Better Logic

But that is the logic of the down-grade; there is a logic of the up-grade that is just as irresistible. Cause and effect follow one another just as surely on the road to success as they do on the road to failure. This is an idea which L. Howard Whittaker is trying to implant in the minds of the salesmen of the B. R. Baker Company of Cleveland. He is head of the efficiency department and is making an effort to create an enthusiasm on the part of the salesmen in their life's work, not simply because it brings them dollars and cents, but because it is really worth while and because it is the medium through which they achieve success in this world. He deals in the better logic, the logic of business that leads to success, the cause and effect in one's personal conduct that can only lead to promotion and self development.

In his chain of logic, Mr. Whittaker says that self-development is the beginning, is the first cause that leads to the final effect—success. If a man is really serious about making a success of his life's work he starts out to equip himself for the task. He improves himself in every possible way. If he has chosen business as his future, he studies business in all its aspects, its ethics, its economies, the various avenues through which the business man may go without fear of running into financial disaster. No matter whether he is privileged to study business in a university or by standing at the very foot of the ladder in some mercantile institution, he makes the very best of the opportunity. If he starts out as a parcel wrapper, he learns to do that in the very best way it can be done, for there is always someone above him watching to see how he takes advantage of his opportunities, how he puts to the very best use the ability he has. It always leads to something better and bigger. No matter where he starts he begins by improving his opportunities, by developing himself.

Service-Betterment

The logical step from self-development of this kind is service-betterment. Assuming that every one in an organization is bent on self-development it can readily be seen that service-betterment will result. If the general manager, the floor manager, the department manager, the salesmen, the office clerks, the parcel wrappers and the delivery men all aim at so improving themselves that they are 100 per cent. efficient at their work there is an immediate better service throughout the entire store organization. Customers are given better attention, better merchandise is selected, fewer complaints arise, the esprit de corps throughout the store makes for better team work and gives an atmosphere that brings about an immediate response from the customers.



Above is shown one of the new hand-woven Connemara tweed caps that is being put on the market by the Brill Hat & Cap Company of Toronto. It is an eight piece cap and possesses a distinction of style that recommends it to the well-dressed man.

Sales Promotion

We hear a great deal about service to-day; it is the aim of every commercial and industrial organization in the country. And here again, the logic of business is irresistible. The better service results in sales promotion. If you give a service to a customer that entirely satsifies him, he is a good advertiser for your store. He tells his friends about the little attentions given in your store that are not given some place else. New friends are made for your store; more sales are made. That is what you are in business for—to add to your volume of sales continually. The one thing that must precede it is service-betterment, having every arm of the organization contributing to one end—a satisfied customer.

Growth

The final link in this chain of logic is growth—growth of the business, growth of the store building, growth of the salesmen's salaries. There cannot be a continual growth of sales promotion without growth in other respects. This is the one outstanding argument used by merchants who use the commission system in salaries with a drawing account. They say it creates a greater impetus to growth; the salesmen realize that the business cannot grow without a corresponding growth of their salary. It makes them feel that they are in business for themselves, and the man who is in business for himself is always working toward expansion.

And so the chain is complete. Self-development leads to service-betterment; service-betterment leads to sales promotion; sales promotion leads to growth.

The educational trip given three boys by the firm of Anderson's Limited, of St. Thomas, for winning the Elgin County advertising contest was in charge of Clarence Trull, of that firm. Reference was made to this contest in a former issue of Men's Wear Review. The three boys and their conductor visited Toronto, Montreal, Ottawa and Hull.

Thoughts for Men Behind the Counter

To Enjoy the Study of Human Nature is an Important Factor in Successful Salesmanship—Infinite Patience if Frequently Required—A Customer Remembers the Treatment He Received Long After the Merchandise is Worn Out

SERVING people from behind the counter is not the easiest thing in the world. To do it successfully—and that means to effect a sale in such a manner that entire satisfaction is given, the customer pleased, and a firmer friend made for the store—requires infinite patience at times, for there are many people who are very hard to serve. To really like one's work is the first element of success that enters into one's life work; to enjoy the study of human nature as it takes a thousand and one different angles is, perhaps, the first element that enters into successful salesmanship. People who like coming in contact with the public are apt to develop into good salesmen and saleswomen because, from behind the counter, they have the opportunity to study human nature more closely, perhaps, than any other people in the world. Buying constitutes a goodly proportion of one's whole life. There are a limited number of men or women who buy automobiles, pianos, victrolas, motor boats, and similar luxuries; but nearly every one must buy clothing at some time or other. Human nature responds very quickly to the kind of treatment it receives. If a customer is given kindly, courteous treatment, even though a sale might not be made, this treatment is remembered and there is every chance that the clerk who metes out such treatment will be sought the next time by this customer when entering the store. The knowledge of that fact should impress a sense of responsibility on every salesman's mind. Merchandise is not the only thing the clerk sells. He sells the store he works in, the organization he works for, the service the store boasts of. And if, by discourteous, abrupt manners he misrepresents these, he has lost a sale not only of merchandise but of the whole organization.

It would be a fastidious person who could not make a quick selection of Christmas gifts in this comprehensive display at David's, Limited, of Montreal. There is an excellent balance to the display that dissipates any idea of overcrowding.

Losing a Friend and a Collar Sale

A certain gentleman walked into a certain store to exchange a collar which he had purchased the day before. For years this man had worn a certain kind of collar, the purchases usually being made by his wife. But for some reason "wife" could not make the purchase this time and "husband" had to do it himself. He had almost forgotten the size he wore and consequently ordered the wrong size. The clerk who made the exchange did so without saying a single word other than to ask what size was wanted. A few words explaining that the store was glad to make the exchange would have explained away a manner that left on the mind of the customer an unpleasant impression that the exchange was made grudgingly and had put the clerk to some extra trouble that he was not in the humor to undertake. The customer went away peeved and didn't buy any more collars there or anything else. The store had boasted its exchange policy and one clerk had failed to carry out the spirit of that policy in dealing with a customer. He had failed to sell the organization he worked for. He had made a customer feel "cheap" and had driven away a person from the store that the advertising manager had worked hard to get and to hold.

Too Much Salesmanship

One of the duties of the salesman is to educate his customers. The average man knows little about fast colors, for instance; yet, he is particular to have a shirt that does not fade with the first time of washing. When a salesman tells a customer that such and such a shirt will not fade, the stamp of reliability should be placed on his word; at the same time a few hints might be given about care in washing and certain points to be observed to keep the colors fast.

A salesman in a shirt department known to the writer rather overdid things in making a sale of a shirt to a customer not long ago. Being anxious to keep up his sales record, he told the customer that the shirts on the table before him were the same as some along the aisle marked $2.75—his were $1.98—they were fast colors, would stand the wash, and the reason for their reduction was due to odd sizes. It so happened that the customer was an odd-sized man and he found what he wanted in this pile of shirts.

After going to the laundry for the first time, the shirt came home looking sick from its treatment. The customer took the shirt back to have it exchanged, and the exchange was cheerfully made. The head of the department stated that the clerk had no right to claim fast colors for that particular shirt.

There was probably some lack of cooperation between the salesman and those who should have given explicit instructions about the shirts in question. If the clerk had never been told that these particular shirts were not fast colors, the guarantee should never have been given because it not only created a loss by an exchange but it left a bad impression on the mind of the customer. Certainly heads of departments should see that the sales force know a good deal about the merchandise handled in that department, not only so that salesmanship become more efficient but that the good name of the store may be protected.

Whether it be shirts or anything else in the store, it must always be remembered that there are competitors in the business to whom dissatisfied customers can and will go if they do not get the right kind of service from behind the counter. The man behind the counter is the final link between the manufacturer and the consumer; he deals not only in merchandise but in satisfaction, in service, in courtesy, in a whole organization. He has a great opportunity to make good in studying human nature and all the elements that enter into successful salesmanship. The greatest business men of to-day have been great salesmen.

Would Like to See Retail Clothing Business Put on a Modern and Efficient Basis

Professor Secrist Explains Salient Points of Analyses Conducted by Business Research Bureau to National Association of Retail Clothiers of the United States—Merchants Operate on 33 1-3 Per Cent. on Sales or 50 Per Cent. on Cost

ONE of the outstanding addresses delivered at the National Association of Retail Clothiers of the United States at their recent New York convention was delivered by Professor Horace Secrist, Director of the Bureau of Business Research of the Northwestern University. Prof. Secrist has been engaged for many months in conducting a searching analysis into the retail clothing business, going into its various ramifications and deducing many useful lessons for the retail trade. Now that he has gathered all available information relative to the subject, Prof. Secrist has expressed the wish that the Bureau of Research of the University might go further and apply the principles which it has discovered so that retail clothing might be put on a really efficient basis. Prof. Secrist said in part:—

"Our study of costs, merchandising practices, advertising and sales in the retail distribution of clothing, based on three years' experience, is a descriptive account of the conditions obtaining in the trade for stores classified in such a form as to make it easy for merchants to determine wherein their own practices differ from those for the trade as a whole. No excuse need be given for the detail in which the data are discussed. The six volumes constitute an encyclopedia of facts the like of which, so far as is known, is available for no other trade. The bureau, rightfully I think, is proud of this analysis and the trade should congratulate itself on having at its disposal such information. In this study, an attempt is made to establish standards of cost and expense distribution and to point to certain fundamental expense—and trade-tendencies under which stores of different size and location operate.

Control of Selling Expenses

"But the bureau was not content with this analysis. A great body of information was at its disposal for study and it did not feel that it had exhausted the material or probably had put the case in such a form that merchants would be impelled to alter their methods of distribution, to control their expenses and to proceed in the light of its findings. Accordingly, largely at its own expense, and with no other thought in mind than the benefit of the trade, it proceeded with its analysis. The results are contained in a volume now at your disposal entitled 'Selling Expenses and Their Control—A Study in the Retail Distribution of Clothing.' In undertaking this study the question was asked: What are the conditions for stores operating as independent units, which seem to control selling expenses? Working hypotheses were developed and tested out on the basis of the data available. Those which proved to be of no significance were discarded, while those which pointed to improvements in merchandising methods and suggested ways in which expenses could be controlled were developed at length in the volume to which reference has just been made. Here again the approach was impersonal; the bureau was after other facts relative to expenses and the underlying principles by which they are controlled. You will pardon my saying that the bureau is proud of its results in this particular. It offers you two things—a body of facts with which you can compare your own operating experience, and a set of definite principles which if followed will permit you to improve your merchandising methods, control your expenses and make the retail distribution of clothing more efficient.

"Before proceeding to the discussion of these topics, however, let me call attention to some of the facts which have been discovered in our various analyses.

Ratios of Expense

"First: The actual amounts of expense in retail stores vary from store to store, from place to place, and from time to time. Stores of similar size and location, however, stand at a given time in about the same relative position one to the other as respects purchases, inventories, turnover, gross margin and expense. That is any influence which tends to improve or hinder trade is shared in much the same way in small and in large stores, thus tending to make the group move together in a more or less definite and predictable manner. Are these tendencies erratic? Do they occur simply by chance, or do they represent underlying tendencies so persistent, pervasive and universal that they may be taken for granted as fundamentally characteristic of retailing, and be used by merchants not only to compare their own experience with, but also to determine their positions relative to these of their competitors? When it is remembered that data supporting these findings are drawn from stores in 36 states, located in cities of varying size; that they are adequate as a statistical sample; that the conditions obtain for a pre-war, a war, and a post-war year combined, as well as for a pre-war year alone then the conclusion seems justified that something more than chance relationships has been discovered.

Proportionate Purchases

"Second: The large as contrasted with the small store purchases less each year relative to its sales; it has smaller inventories at the close of the year relative to sales; it has more rapid turns, larger gross margins, larger expenses, smaller profits on sales but larger profits on investments in merchandise. The facts which support these conclusions run throughout our various studies. They constitute a barometer by which merchants may be guided in increasing their businesses either through stimulating their sales or by taking on new properties. There are established facts from which there is little likelihood that there will be any appreciable variation from year to year. I wish it were possible for me to recite the facts in detail which give rise to these conclusions. This is impossible. I shall have to content myself with calling your attention to our studies covering these topics and deal more particularly to-day with an interpretation of these and other facts as they relate to the control of expenses and profits.

"Third: There are wide variations in the relation of purchases, inventories, and expenses to sales and in stock turnover in stores of the same size. This suggests superior and inferior management and raises the question, Why? It is impossible for me at this time fully to answer this question. I want, however, to call your attention briefly to the fact that these variations need explanation, and that it is incumbent on every merchant to justify his own experience in these respects. The nature of the variations for the store records available are shown in summary in our study, 'A Business Barometer for Retailers,' and more fully in the volume 'Selling Expenses and Their Control.'

"Let me generalize briefly on the basis of our findings respecting the gross margins under which retailing of clothing is conducted. As a general rule, manufacturers sell to merchants at uniform prices. 'Shopping for concessions' seems not to characterize the clothing trade in its retail aspects. The price which merchants pay manufacturers out of every dollar received by them is strikingly uniform. Over a series of years the facts show that merchants normally operate within a margin closely approximating 33 1-3 per cent. on sales or 50

(Continued on next page.)

"You May be Honest but your Store Can't be Trusted any Further than your Knowledge"

So Says a Professor of Marketing of Nebraska University—Says Great American Desert is in Head of Average American Young Man in This Country—Common Incidents in Salesmanship That Contain Hints for the Salesman

At the second annual conference of the Progressive Business Congress held in Minneapolis, Minn., on Sept. 5th and 6th, Dr. Paul W. Ivey, Professor of Marketing of the University of Nebraska, gave an address on salesmanship. This is a convention of retail merchants at which live subjects pertaining to the various problems confronting the retailer are discussed by experts. Out of Dr. Ivey's address, we have selected some very pertinent illustrations which he gave which throw a light upon problems confronting the salesperson every day.

I DON'T believe 75 per cent. of the people in business know why they don't give honest service. It is because they are ignorant. You can't trust a man any further than his knowledge. If I go into a store to buy a pair of shoes, I can't trust the salesman unless he knows his merchandise and how to satisfy me. How many sales people can be trusted? I have a friend whom I would not trust in business because I do not think he knows values. He is trying to induce me to buy a farm, but before buying that farm I want to consult a man who knows values so I will not make a mistake in purchasing it.

Nine-tenths of the salespeople don't know their merchandise. However, I do come in contact with one occasionally who does. I went into a restaurant the other day and inquired of the merchant if they had pumpkin pies. She said, "Yes, all our pies are punk." And believe me, they were, too. I find some honest sales people and that is what I am making a plea for.

Do you know where the great American desert is? Arizona? No. New Mexico? No. The great American desert is in the head of the average American young man in this country—nobody home—ninety per cent. dead matter. Whose fault is it? It isn't his fault—it is the fault of society, the fault of the merchants, the school and the school board. I have seen a lot of this country that has been condemned—it wouldn't sell for a dollar. Whose fault is it? The land's? No. The land's alright. What you have to do is treat the land in a different manner. I am making a plea for the young man because he is the brains of the country, who is going to make it go ahead. You people have the goods, but you have to know how to handle it. I believe you should know your merchandise for the fun you get out of it.

When you make a study of silk and get to know it, you get excited about it. A woman went into a store one day, picked up a string of beads on the counter and asked the clerk, "Are these ivory?" The clerk replied, "No, it is vegetable ivory." "What's that?" asked the woman. "Oh," the salesperson said, "It's a kind of ivory, you know." Oh, it's a kind of ivory. Interesting, isn't it? If the clerk had vision she could have told this customer that the kind of ivory the beads were made of grew on trees in South America, which would create the impression of value. The value is not in the merchandise—it is in the customer's head. You have got to get it in there.

I went into a MacGregor store one day to buy a golf club. I asked the clerk, "what's the difference between the $6.00 and the $6.50 club?" He replied, "It's a better club—it's a peach of a club." "I don't want to bother you," I replied, "but I don't like to pay the price unless I see why." He said, "You can bank on me that it is a better club." He talked so bombastically that I didn't bank on him. I wrote to the MacGregor Company and I said that I wanted to know why I should pay $6.00 and $6.50 and they wrote back a three-page type-written letter, explaining that the hickory from which the club was made could only be found in three parts of the United States. In the south, it is too limber, because the climate is very gentle; and in the north the climate makes it too brittle. In the central part of the United States you will find the ideal hickory, but you won't find it everywhere. You will find it on the high hills where the wind puts toughness into it, makes it limber and gives it quality. That's what the golfer wants.

Can your store be trusted? You may be honest but you can't be trusted any further than your knowledge. Is it deep or shallow? Self confidence is one of the biggest qualities and you cannot buy it.

I went into a store and I said, "Show me a pair of Oxfords." I looked at a $10.00, $11.00 and $11.50 pair. I examined the $10.00 Oxford and I said, "What's the matter with this? It's a good Oxford. What's the difference between this and the $11.50 Oxford?" "Well," said the clerk, "the $11.50 is a better Oxford." We hear a lot of bunk in public speaking, but if you want to hear a lot of bunk go into the average retailer's store.

Sales are made in the mind and not in the pocketbook. For illustration, I once followed a customer around who was looking for a suit. The woman tried on some, liked one or two, and thought perhaps the sale was made. I believe she wanted one of those suits but, being a woman, she wanted to shop and look around. The saleswoman let her go. There were several other good stores in town and finally she got into the last one. She tried them on in the order of their size and finally I saw the battle. She tried on a suit and wanted it but when she looked into the mirror, in her mind she saw the suit that she tried on in the first store. The sale had been made in her mind. She left that store, saying she would look around, and then she went back to the first store. The sale was made in her mind and not in her pocketbook. Explain about your merchandise so carefully and thoroughly that you will make an exact picture in their minds, just as the mail-order houses do.

Study your customers in your town. Be prompt in meeting them and do not merely ask questions. I went into a store and was ready to buy a necktie when the clerk came up and asked me, "Do you want' something?" A man went into a pullman car. He was tired and wanted to go to bed. The porter said, "Do you want a berth?" "No, give me a peck of potatoes and a pound of lard."

WOULD LIKE TO SEE

(Continued from previous page)

per cent. on cost. Out of this margin expenses and profits must come. Unfortunately, however, in many cases most, if not all of it is consumed by expenses, leaving in the end small profits, and in some cases no profits at all. It is unnecessary for me to stress the fact that the retailing of clothing is highly competitive, and that many of the conditions under which it is carried on are beyond the control of the individual merchant. Periods of trade readjustment come, buyers' strikes are precipitated, seemingly without reason, and the merchants is the loser. But there are other conditions over which he has almost complete control. Many of his expenses, his stock turnover, his purchases, his inventories and his sales fall within this category."

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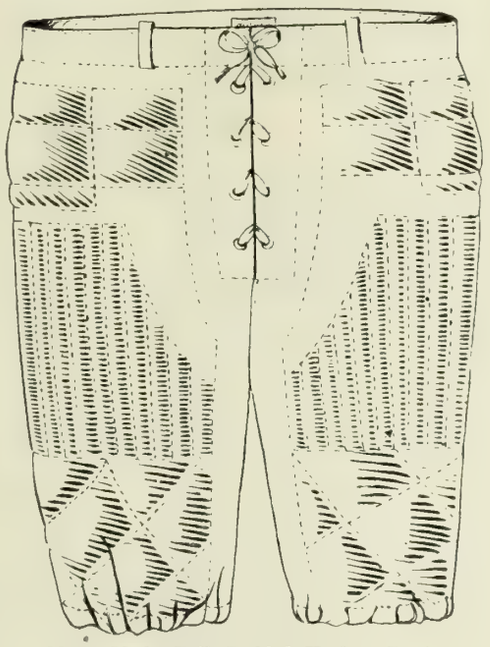
HOCKEY

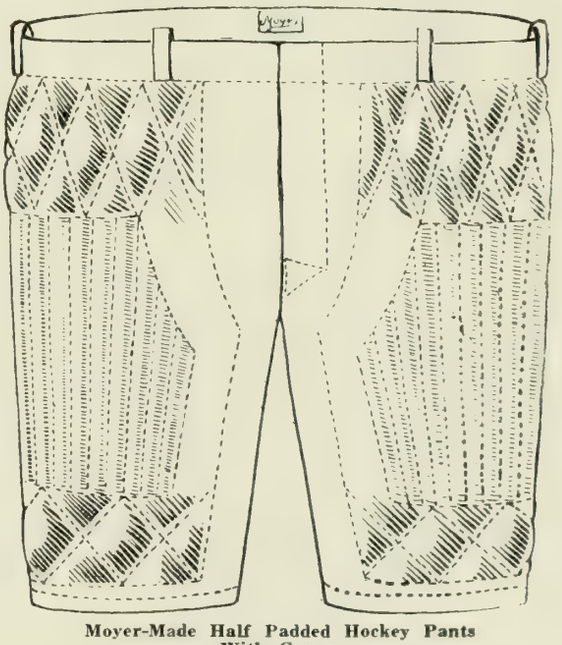
PANTS-JERSEYS-STOCKINGS-CAPS



Moyer-Made Full Padded Hockey Pants With Canes.

The illustrations show our standard full padded and half-padded cane hockey pants. We also manufacture the same designs, uncaned. These are the designs that are favored by the best Canadian teams, both amateur and professional. The Moyer line of Hockey Pants, Jerseys, Caps and Stockings is most complete and comprehensive. We can supply you with any color combination desired on jerseys, caps and stockings and for a small extra charge will supply jerseys with any club crest or monogram.

It pays you to buy from specialty manufacturers, because you get the goods that will be satisfactory to your customers, and you get the closest prices and the promptest service.



Moyer-Made Half Padded Hockey Pants With Canes.

SPECIAL NOTICE

On November the first we shall remove to more commodious premises at **204-206 King Street East** to take care of our rapidly expanding business.

We Sell To The Trade Only

We do not go after Hockey Team business direct, and when we get inquiries from teams we always endeavor to supply goods through a local merchant. Our aim is to play fair and square with our customers—still another good reason why you should place your orders for all athletic clothing with the House of Moyer.

A. W. MOYER & CO.

Manufacturers of Athletic Clothing

124 KING STREET W. - - TORONTO

(Until November 1st—Afterwards 204-206 King Street East)

ELK BRAND

CLOTHES

for

SPRING 1923

MEN'S and BOYS' SUITS

MEN'S, BOYS' and CHILDREN'S OVERCOATS

FABRICS

We have assembled a most wonderful array of fabrics for our Spring Line—You really can't appreciate just how fine they are until you see them.

STYLE

And we have spent many thoughtful hours on the matter of style—not only style as applied to appearance, but style applied to fabrics.

PRICE

But what we are most certain will be of paramount interest to you, will be the prices. These we arrived at by first setting a very definite standard as to quality—and then making the price meet what we know the average man is able to pay.

Sounds paradoxical? Just give us an opportunity to prove our point!

IMMEDIATE

If you're in need of Men's or Young Men's Suits or Overcoats for Fall selling, we can help you out with some very attractive merchandise at the right prices.

J. Elkin & Co., Limited

Makers of Elk Brand Clothes

29-31 Vitre St. West - Montreal

Dependability

Your customers can depend on the

Hanson Socks

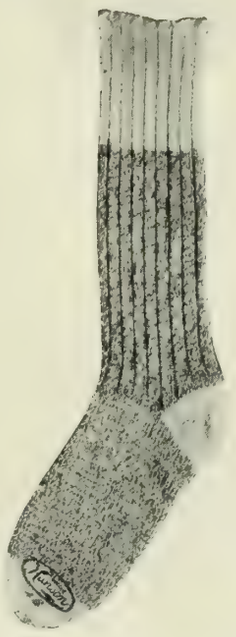
for

long wear, perfect fit, smart styling and absolute comfort.

Hanson's 100% Pure Wool Sox

None genuine without this trade-mark. Imitated by many—equalled by none.

TRADE Hanson MARK



Sort up your stocks and order now for Fall and Winter. Hanson's All Wool Socks manufactured to secure a lasting reputation for us will prove the line that you can honestly recommend.

Stocks carried in Toronto and Winnipeg offices.

Toronto—WHELPLEY & CO.
510 King St. West

Winnipeg—ARCHIBALD & McDOUGALL, LTD.
370 Donald Street

GEORGE E. HANSON

Established 1878 MANUFACTURER **HULL, P.Q.**

IF YOU have a problem—whether in store management, merchandising, advertising or any one of the hundred troubles that besiege the busy retailer—write our editors about it.

For twelve years we have been helping retailers all over the Dominion to solve their problems satisfactorily.

And our editorial advice is not passed out from behind a mahogany desk—it is the result of long personal experience, of countless interviews with the most successful retailers here and in the States, and of ceaseless investigation regarding modern problems.

So tell the editor about your worry. He may be able to help you very materially and he'll certainly be glad to hear from you in any case at any time as one of his subscribers.

Men's Wear Review

143 University Ave. **Toronto**

More Profits from Longer Wear

NU-WAY STRECH SUSPENDERS
SWEAT PROOF GUARANTEED CAN'T KILL THE STRECH

Our guarantee label of a year's wear is attached to every pair of Nu-Ways. Thousands of merchants have doubled their suspender sales by handling Nu-Ways.

Nu-Way Garters are popular because Serviceable. Unequalled for comfort. Send for trial order.

Let Nu-Way guarantee boost your profits.

Nu-Way Strech Suspender Company

MANUFACTURERS

St. Thomas - Ontario

THEY SELL! THEY SATISFY!

OXFORD SUITS SELL because the patterns are always new and up-to-date. Each suit embodies individuality and faultless workmanship.

OXFORD SUITS SATISFY because they fit and wear well. They are made from the very best materials in all the popular shades. And they always look good.

We have also an exceptionally fine line of overcoats ready for delivery. Prices are reasonable compared with the quality. See these they are sure to satisfy.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., TORONTO

Canada's Leading Display Fixture House

Sell More Dress Suits by

Attractively displaying them on Dale's Display Forms and Fixtures.

Dale Fixtures will help Business

For your show windows—where your customers first come in contact with your store, for your different departments, we have inexpensive display forms and fixtures, showing in a manner that attracts favorable attention to your goods.

Ask us to mail our new Catalogue.

Dale Wax Figure Co., Limited

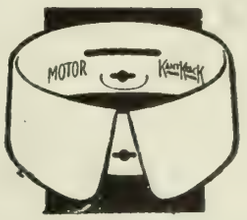
Agents: P. R. Munro, New Birks Bldg., Montreal. F. R. Bollert & Son, 501 Mercantile Bldg., Vancouver. O'Brien, Allan & Co., Phoenix Block, Winnipeg.

We have a most complete line of Valances for show windows.

86 YORK STREET, TORONTO, ONT.

Sizes 12-19

Factory and Offices, Hamilton, Ontario.



Sizes 12-18½

Modern trade conditions necessitate a quick delivery and a quick turnover in stock and this in turn calls for an organized and efficient distributing service.

OUR SERVICE

From coast to coast, situated in the finest distributing centres stretches a chain of KANTKRACK agents—***At Your Service.*** This permits you at all times to carry a well assorted stock of a collar which has by its exclusive patented features made a reputation with the public for durability, style and comfort, and is well known to the dealer as a best seller.

KANTKRACK ***Collars are guaranteed thru the Dealer.***

One Grade Only and That the Best

MADE IN CANADA

PARSONS & PARSONS CANADIAN LIMITED

Established in U. S. A. 1879 HAMILTON - CANADA Established in Canada 1907

No. 280 Garment Hanger

Sold in 100 Crate Only

A good wood Hanger with inserted Trouser Bar

No. 280

BACK TO THE OLD PRICE

$8.50 PER HUNDRED

We can ship the day order is received.

TAYLOR-BRASCO LIMITED

HAMILTON, CANADA

LION

BRAND

Boy's Suits

and

Bloomers

are specially made with the object of securing the entire satisfaction of the parents and the boys, who become permanent customers.

You can beat price competition by Quality Goods.

The Jackson Mfg. Co., Limited

CLINTON, ONTARIO

Factories at

Clinton, Goderich, Exeter, and Hensall

KNITTED to impart to the garment an elasticity that will stand the most strenuous bending and stretching.

Atlantic Underwear is sold to dealers at a price that allows a generous profit on each garment.

ATLANTIC UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR Limited
Moncton, N.B.
E. H. Walsh & Company 46
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

The
"AQUAROCK"
and
"GOSSAMAC"

We are the sole agents in Canada for these celebrated brands of

English
Gabardines
Topcoats
and Waterproofs

which our travellers are now showing for

Next Spring Delivery

These garments are made in the

Newest Materials in Well-Tailored Styles

We also have a large assortment of

GABARDINES
TOPCOATS and
WATERPROOFS

OF OUR OWN MANUFACTURE

all made in

GUARANTEED ENGLISH FABRICS

For Immediate Delivery

H. E. Davis & Co.
Sommer Building
41-47 Mayor Street - - Montreal

New Headquarters

for

McGregor Caps

For greater convenience and better service to our customers we have moved our showrooms and office to

3 Wellington St., West

Our new and larger warehouse will enable us to display the largest range of McGregor Caps we have ever shown and at prices that will appeal to live merchants.

Genuine Connemara tweeds in either one or eight piece, crown lined or taped seams at $12.50 per dozen is just an inkling of the big values we have to offer you.

Visit our warehouse and see the large range on the floor ready for immediate shipment.

SPECIAL All Wool Scotch Knit Hose at close prices.

Write, Wire or Call on us for samples.

Price $12.25 and up

Hyde & Halliwell

3 Wellington St. W. - Toronto

REPRESENTING: Messrs. J. Woolfenden & Co., Denton, England. The Record Hat, Velours and Felts. **Messrs. M. Bertish & Co., Ltd.,** London, E.C., England. The Consulate Shirts, Collars and Pyjamas.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses

Gallia
MADE IN FRANCE
Marque Déposée
INTERNATIONALEMENT

SOLE CANADIAN DISTRIBUTORS:

Genuine French Braces

have all the qualities and features of higher priced brands.

—Woven Button-holes
—Extra Quality Web.
—Superior, Easy-Sliding Front Ends on Rollers
—Immediate Deliveries

Prices on request.

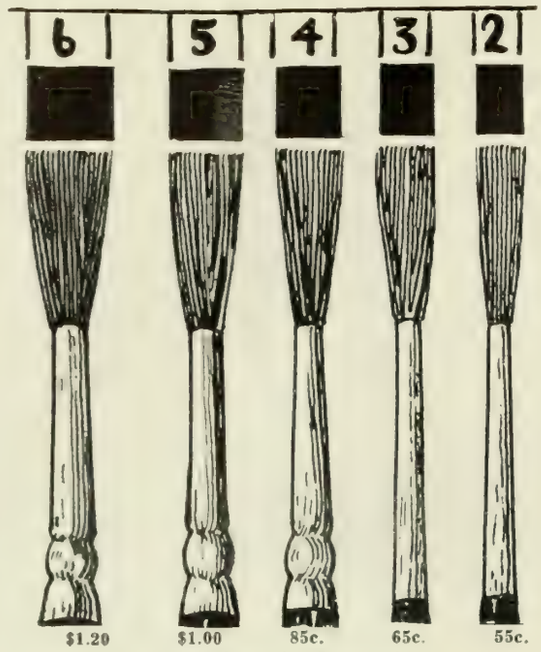
ONAD AGENCIES REG'D.

46 ST. ALEXANDER ST., MONTREAL

HAVE YOU RENEWED YOUR SUBSCRIPTION TO

Men's Wear Review?

You will not want to miss the merchandising information that will appear in the pre-Christmas issues. They will mean money to you.



Merchant's Special

Set of 5 Red Sable Showcard Brushes $3.25
Set of Nos. 2, 4 and 6..... 2.15
Set of Nos. 3 and 5..... 1.45

These brushes have pure Red Sable hair, firmly secured in nickel ferrule with seven inch black polished handle. Illustration shows exact width of stroke each brush will make. With this set of brushes you can make the smallest price-ticket or the largest window showcard.

Note: Brushes may be purchased separately at the above marked prices.

Specials In Showcard Colors

In 2 oz. Bottles in the following colors as illustrated

Opaque Black, Light Red, Dark Red, Coral Red, Brown, Pearl Grey, Lavender, Light Yellow, Dark Yellow, Turquoise, Orange, Light Green, Dark Green, Light Blue, Dark Blue and White. Per bottle, 30c; per 6 bottles, assorted, $1.50.

Complete line of cardboard, brushes, colors, and everything for the card-writer on hand.

Write for illustrated price list.

Window backgrounds, show cards and cotton signs made to order. Designs and estimates free. Send dimensions and reading matter.

66 Bond Street **Kwik Showcard School** *Toronto*

What is Your Idea of Financial Independence?

You save money; each year you draw from your business profits which you put away with some definite end in view. You are aiming at financial independence. It may mean a bigger and better business; it may mean an education for your children, a trip around the world or just assurance of prosperity for your family in the event of your death. But whatever your conception of financial independence you can only attain it by saving and by **conserving what you save.**

A Knowledge of Investing Will Save You Money

Every dollar you have placed by can be made to earn more dollars for you. Dollars that are invested in securities that do not provide the fullest in safety and income return are lazy dollars. It is essential that every man should keep informed on all investment matters if he is to make the most of his savings.

What Kind of Securities Have You in Your Strong Box?

Is every bond you hold paying interest regularly and are all your stocks paying dividends? Are you sure that your life insurance policies are best adapted to your needs? Are your investments the kind that will help you to attain your ambitions?

These are the questions you ask yourself from time to time. If you read The Financial Post each week you will find these questions answered.

SPECIAL OFFER

If you have any investment or financial problem at the moment write it on a separate sheet of paper, enclose it with the coupon and the editor will give you the benefit of his advice.

The Financial Post Can Serve You

It will bring you each week news and views relating to stocks and bonds, insurance, estates, mortgages and real estate. It will give you a personalized investment service, for in addition to the 52 valuable numbers that will come to you each year you have the privilege of having your own particular problems answered by the editor at any time and as often as you wish. The Post is helping 9,000 other Canadian business men to invest efficiently. It can help you. Fill in the coupon today.

Join the 9,000 Business Men who find profit and pleasure in THE FINANCIAL POST

Clip Here

FINANCIAL POST,
143-153 University Avenue, Toronto.

I enclose $5.00. Send me THE POST for one year (52 issues).

NAME

ADDRESS

M W R

Clothing Manufacturers and Merchant Tailors

will find much to interest them in the linings, dyed and finished by the Bradford Dyers' Association. Two finishes of extraordinary quality, value and popularity with the trade are:

B.D.A. "MARQUISE"—a finish for Cotton Venetians that gives to these sturdy linings the appearance of the finest silk.

Moreover, B.D.A. "MARQUISE" linings are not affected by ironing or pressing.

For medium grade garments, we recommend the **B.D.A. "SUNBRITE MARQUISE DE LUXE."**

This is a finish that gives to Cotton Venetians a lustre and depth of shade second only to silk.

Samples of these, and of other B.D.A. finishes suited to the garment trade, may be had by writing to the principal offices in Bradford, England.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA
(COPYRIGHT)

How Much Are You Worth?

In this country we reckon individual wealth in terms of a man's total assets. Jones is worth $5,000; Smith is worth $50,000; Brown is worth a million.

In France people estimate their wealth not by reckoning principal but by income—assured income. LeBlanc is worth 1,500 francs income a year; Garneau is worth 20,000 francs a year and Daudet is worth 250,000 francs a year.

The French can indeed teach us something. A man is worth only his absolutely safe yearly income, not the value of his securities, business and other assets that fluctuate in value.

Investments should not be reckoned in terms of their par value or even their market value but according to the income they bring. Investments have lost their value as such when they are not paying dividends or when interest is in default. The investments that will bring in the steady income are the ones you naturally seek. But how difficult it is to choose from among the array of tempting securities offered. So often securities that seemed so promising have proven utterly worthless.

THE FINANCIAL POST analyzes securities for investors. Whether you invest $500 a year, $5,000 a year or $50,000, you need its helpful weekly discussions on investment, business and finance. And you can profitably use its Service for Investors which gives individual advice on your own problems. You, as a subscriber, can ask as many questions as you like concerning your securities. They will be answered thoroughly and promptly.

Build for an assured income. By filling in the coupon subscribe today for the journal that will tell you what you want to know about investing—about your own securities. Over 9,000 leading Canadians are now subscribing for The Post. "I consider it simply invaluable to the investor," wrote one this week—A Nova Scotia druggist. It can be of equal value to you.

THE FINANCIAL POST,
143-153 University Avenue, Toronto.

Enter my subscription to THE FINANCIAL POST for one year (52 issues), to start at once.

Bill me for the annual subscription price, $5.00.

I enclose $.....

Name .....

Address .....

City..... Prov.....

M.W.R.

10,000 Canadian Advertisers Invest $7,000,000 Annually in Canadian Trade Papers

There are over 10,000 trade paper advertisers in Canada.
They invest $7,000,000 annually in Canadian trade papers.

There may be some advertisers who have allowed the glamour of big consumer circulations to blind them to the concentrated buying power of the average trade paper reader.

The average buying power of a trade paper reader, since he is a merchant and distributor of goods, is a hundred times that of the average family. The buying power of readers is what counts, not their numbers.

An advertising message must get to the right people, in the right way and in the right place, if every dollar is to perform up to 100% of its potentialities, and if advertising is to serve as a scientific sales instrument, rather than as a speculative plaything.

Advertising a men's wear line to the public without first making it well known to the dealer through his trade paper is largely a waste of money. The dealer must first be made acquainted with the merits and selling points of the line before he will stock it and recommend it to his customers.

The most logical and effective way to get adequate distribution for your goods is to advertise them to the distributors, the retail merchants of the country, through the trade papers they read for the very purpose of securing information about goods they buy and sell.

Men's Wear Review, because of its paid circulation amongst the worthwhile men's wear merchants throughout Canada, is the best medium to use in securing adequate distribution for any line of goods handled in clothing and men's furnishing stores.

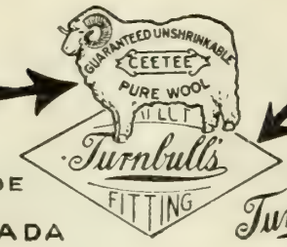
It covers all lines of men's wear.

For advertising rates and other information write

MEN'S WEAR REVIEW

TORONTO	MONTREAL	LONDON, ENG.
143-153 University Ave.	128 Bleury St.	88 Fleet St.

GIVE YOUR CUSTOMERS THE BEST - THAT IS "CEETEE" UNDERCLOTHING



MADE IN CANADA

BY Turnbull's OF GALT

GUARANTEE A HIGH CLASS TRADE WITH Turnbull's PERFECT FITTING

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Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

GIMP YOUR PATTERNS
"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

TAYLOR SAFES FOR SALE—RARE opportunity to secure a safe at small cost. They are in splendid condition. Inside dimensions and prices are as follows: 15" deep, 2 ft. 6" wide, 3 ft. 11½" high, fitted with built in compartment. Price $250.00 18" deep, 2 ft. 8" wide, 4 ft. 5" high, fitted with steel compartment. Price $200.00. Apply Box No. 20, Men's Wear Review, 153 University Ave., Toronto.

We have a complete Belknap Addressing Equipment for sale. This equipment is still in use in our Subscription Department and is in excellent working order. We have placed an attractive price on this outfit, and would advise manufacturers or merchants having a mailing list to let us tell you how it will save you money. We will give a guarantee as to the proper working condition of the equipment.
THE MACLEAN PUBLISHING CO., LTD.,
143 University Ave., Toronto, Ontario.

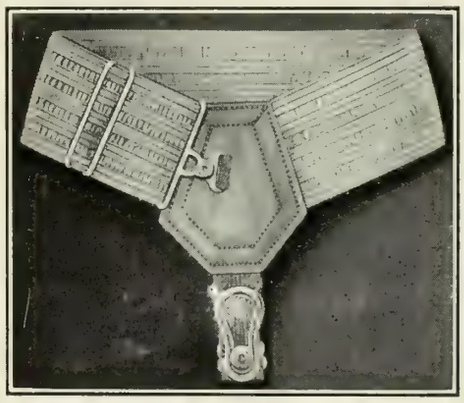
SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

When Writing
To Advertisers
Kindly Mention
This Paper.

All Kitchener and Maple Leaf Garters and Arm Bands are boxed for Christmas trade in Holly Boxes at regular prices

Maple Leaf GARTERS *AND* ARM BANDS

KITCHENER WIDE WEB GARTERS



Order Your Christmas Supply Now

Direct or from your Jobber

Kitchener values—always a little better

KITCHENER

Suspender Co., Limited
KITCHENER
ONT.

Manufacturers of Linend, Invincible, Victor, Excello, Kitchener, Conqueror, Briton, Somme, Winner, Leader and Coatless Suspenders, also Kitchener Wide-Web and Maple Leaf Garters and Maple Leaf Arm Bands.

Pyramid
Tooke
BROS. LIMITED
A New Stiff COLLAR

MEN'S WEAR REVIEW

Vol. XII. No. 11 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | NOVEMBER, 1922

The Aristocrat of Collars

COPYRIGHT, CANADA, 1922, BY C. P. & CO. OF CAN., LTD.

PAR

THE ARROW COLLAR

FOR FALL

Cluett, Peabody & Co., of Canada, Limited

D

Strand
de Luxe
"It's Grand in a Strand"
De Luxe Strand SHIRTS
A Product of Alphonse Racine Limited Montreal
DESPERATION
The Romance of a "Strand" Shirt Scene 3

ARATEX SEMI-SOFT COLLARS

Introducing FOUR NEW STYLES

They are soft and flexible, non-crackable and unwrinkable, stiff yet unstarched, pre-shrunk and banded to insure perfection of fit ~

$2.60 a dozen

Retail at 35c. *3 for $1.00*

Now being extensively advertised

CLUETT, PEABODY & CO. OF CANADA LIMITED

Montreal Toronto Winnipeg Vancouver

H. S. Jacques, Chief Designer and in charge of manufacturing, John W. Peck & Company, Limited, Montreal.

Peck's

The Jacques Touch That Means So Much

—the difference between garments of average merit and clothes that have character, an individuality all their own—that is the "Jacques Touch." It is exemplified in the Peck range for Spring 1923 now being shown, a line that will grip your interest, the offering of the largest modern clothing organization in Canada. No keen buyer can afford to miss a careful inspection of the range.

CLOTHING

JOHN W. PECK & COMPANY LIMITED

MONTREAL WINNIPEG VANCOUVER

ACME
TRADE MARK

SHEEP-LINED
COATS
SOCKS
BOOTS

Prompt Shipment
of Sorting Orders

MACKINAW
COATS
PANTS
SHIRTS

Also
Fine Shirts
Work Shirts

Acme Glove Works Limited
MONTREAL

Announcing—

"VAN DYKE"

A little higher in the front and back for Fall and Winter

VAN DYKE will be ready early in December.

VAN DYKE will be nationally advertised by December 15, when the holiday-buying stimulus will be at its height.

Order from your jobber NOW in anticipation of the assured demand for the "all-year-round" STARCHLESS

VAN HEUSEN

PATENTED

the World's Smartest COLLAR

The Canadian Converters Co. Limited
Montreal

MAKERS

If You Want to Increase Your Clothing Business

We Are Ready to Help

You Get It . . . . and Hold It

We cannot stress too strongly the very unusual beauty of design in both the young men's and men's models created by our Mr. Branda, and the exceptional strength of the whole line in the matter of styling, tailoring and fabric values.

The improved manufacturing methods we have recently installed have produced a line at popular prices that no retailer can really afford to overlook.

This line must be seen to be fully appreciated.

Special Made to Measure Clothing

A small but prominent space in your store for a merchant tailoring department representing exclusively "PROPER CLOTHES" will give you a good increase in your volume of sales without investing a dollar. Mail us a postal to-day and we will show you how to do it.

Coppley, Noyes & Randall, Limited

Hamilton, Ontario

The Dods Knit Family

Light-Weight Merino and Natural Wool, for men and women, boys and girls. Two-piece and combination.

Dods Scotch Knit for men and boys; warranted 100% pure wool. Two-piece or combination.

Dods Elastic Knit for men. The best underwear of its kind—especially for farm folk and workers outdoors in Canadian winter weather.

Dods Wear for Children. Kiddies' Cotton Vests; Kiddies' Bloomers—knitted cotton—white. Kiddies' Sleepers, fleece-lined, jaeger and white. Children's fleece lined Waists—white or jaeger.

Dods-Knit Fleece for men and boys—**two-piece and combination**—jaeger, violet random, cream, olive stripe. For women and girls, two-piece or combination, white, cream and jaeger; also with fleece bloomers.

HERE'S the underwear "that mother always buys"—depending on which member of the family she is shopping for.

Dods-Knit Underwear is one of the solid staples in the Canadian trade, and some of these lines hold the largest sale in Canada.

Famous in the trade, trade-marked and advertised in the newspapers, Dods-Knit Underwear is going to be a bigger factor than ever.

But, however much we advertise to the general public, however well the people become acquainted with the Dods-Knit line of underwear they have been buying for years without knowing the name—we are still going to do business through the wholesaler only.

Retailers—get in touch with your wholesalers and get ready for a big Dods-Knit season. Big advertising is on the way. If you have not handled Dods-Knit before, write us direct and we'll have great pleasure in directing you to the wholesaler carrying Dods-Knit goods in your territory.

MADE IN CANADA
TRADE MARK
DODS - KNIT

Selling Agents

Ontario & Western Provinces: R. Reade Davis, Manchester Building, 33 Melinda Street, Toronto, Ontario.

Quebec and Maritime Provinces: William C. Forster, 128 Bleury Street, Montreal, Quebec

The Dods Knitting Company Limited

Orangeville - Ontario

Standards—and Price

There are three unfailing standards by which good merchants everywhere judge fine clothing.

These are:

The Standard of Style

The Standard of Workmanship

The Standard of Fabric

Leishman Made-to-Measure Clothes for Spring are up to standard in every respect—individual styles—fine tailoring and moderate prices.

Overcoats for Immediate Delivery

Now is the right time to select overcoats for your immediate and future business.

Wm. H. Leishman & Co.,
Limited

192 Spadina Avenue - Toronto, Ontario

Makers of the Best Tailored Garments for Men

BEFORE and AFTER

Before Installing "NEW WAY" Equipment

After Installing "NEW WAY" Equipment

THE ABOVE photographic reproductions show the possibilities afforded by the adoption of the *NEW WAY* System. Here is a store that was struggling along for an existence, handicapped by the old fashioned methods of merchandising. The uninviting gloomy appearance was retarding sales and the antiquated conditions resulted in lost motion and tremendous depreciation.

"NEW WAY" Equipment transformed this store into a modern up-to-date establishment that now commands the patronage of the best trade in town.

NEW WAY designers do not lose sight of the practical things in providing for unusual effects. The increased capacity afforded by the *NEW WAY* System provided ample space to accommodate all the stock that had been carried on the second floor, bringing all departments to main floor.

Install "NEW WAY" Equipment in your store and be assured of equally gratifying results

The *"NEW WAY"* System is completely manufactured in Canada and protected by Canadian patents. Do not be deceived by unscrupulous imitators who claim to give you equipment equal to *NEW WAY* under spurious names. They are only copying the outward appearances and substituting on construction.

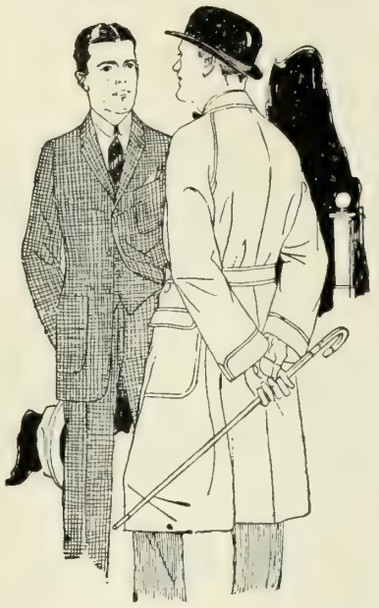
Ask us to send you our interesting booklet "What Tom told Dad"

JONES BROS. & CO., LIMITED

29-31 Adelaide St. West
TORONTO, ONT.

WESTERN BRANCH
102 Travellers Bldg.,
Bannatyne Ave.,
Winnipeg, Man.

EASTERN BRANCH
71 Bleury St.,
Montreal



Are you prepared for made-to-measure business?

There's a market for moderately-priced made-to-order clothes in your community; a market in which Berger "Clothes of Quality" will prove a fast seller.

We are prepared to take care of your needs in the latest patterns and fabrics at a price that gives you a good profit. There are over 300 patterns to select from—the largest range of good values in Canada.

Our travellers are now out. Send us your name and address to make sure of seeing "Clothes of Quality" samples for next season.

The BERGER TAILORING COMPANY Limited

Makers of "Clothes of Quality"

256-260 Richmond St. West, Toronto

About Strate-Cut Cravats

"It's all in the way they're cut."

Strate-Cut Cravats are cut on the straight (not on the bias). Being cut in this manner the strain and stress naturally falls on the warp, which is the foundation and strength of all silks.

Strate-cut cravats are designed with great care, having a two-fold object in view, viz:—style and durability. We are the original designers and makers of Strate-Cut Cravats in Canada.

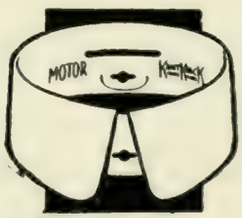
We Lead - Others Follow

The J. A. Sword Neckwear Co.
LIMITED

Toronto Canada

KANTKRACK COLLARS

Sizes 12-19



Sizes 12-18½

FOR MEN AND BOYS

worn by

The Parson and the Porter.
The Merchant and the Mechanic.
The Politician and the Policeman.
The Banker and the Baker.
The City Man and the Country Man.

And every man who considers economy and cleanliness. Is your stock complete in all sizes and shapes—if not you are losing sales and profits.

Write to-day

11½ to 19

11 to 19

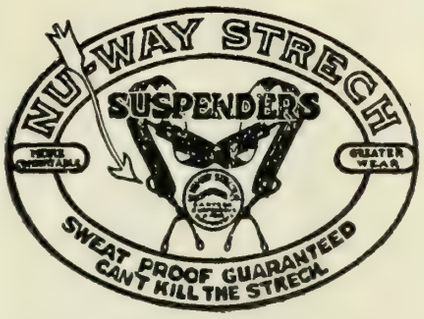
ONE GRADE ONLY AND THAT THE BEST

One price to all

Every collar guaranteed thru the Dealer

PARSONS & PARSONS CANADIAN LIMITED

Established in U.S.A. 1879 HAMILTON, - CANADA Established in Canada 1907



Consistent Sellers

Builders of Good Will

Any line of merchandise which has these qualifications should surely find a prominent place in your store. For this reason you cannot afford to be without

Nu-Way Strech Suspenders
Garters and Hose Supporters

for your Christmas selling. Individually boxed for your Christmas trade, at prices that will please you. Order now—not to be disappointed, they're selling fast.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

St. Thomas, Ont.

ANNOUNCEMENT

Stanfield's

UNSHRINKABLE UNDERWEAR

Can now be procured in all the popular numbers from our Toronto Warehouse.

Letter orders shipped out the same day as received.

Send for our price list.

Whelpley & Co.

510 King Street West - Toronto

Telephone Adel. 7626

For Spring 1923

There is going to be that one young men's line for Spring, which will include the finest clothes at the biggest values. That one line which will make the time, the effort, the capital, the energy you put into your business bring you greater return in

More Volume—More Profit

See if Oxford Clothes aren't that one line which you surely want in your store for immediate delivery and Spring.

Our representatives are leaving for their respective territories. Arrange to see this line.

OXFORD CLOTHING CO. Limited

King Street and Spadina Ave. **TORONTO**

Poor Threads Cause Trouble-

Buy The Best-

"Fountain Brand"

PURE IRISH LINEN THREAD

Manufactured by
The Island Spinning Co., Ltd.
Lisburn, Ireland

And secure for yourself a reputation for Reliable workmanship in your products.

Sole Agents for Canada:

Walter Williams & Co., Limited

MONTREAL 508 Read Building | QUEBEC 553 St. Valier St. | TORONTO 20 Wellington St. W. | VANCOUVER 217 Crown Bldg.

ARTCRAFT IS SHOWING

New Creations in

Moires
Stripes
Blocks
and
Floral Designs

A good assortment of our Ties is always a paying feature. A stock of this Artistic Neckwear will be just the thing to stimulate interest in your Christmas display.

We have stocks for immediate delivery. Your best customers will highly appreciate a selection from these splendid varieties in Cravats.

THE ARTCRAFT CRAVAT CO.

124 Richmond St. W. Toronto

Display Fixtures Sell Your Clothes

Merchants who brighten up their display this season will get their share of the increased business that will be done this Winter and Spring.

Dale Display Equipment will help you make more sales. We will be glad to send you complete catalogue.

Drop Us a Card.

Dale Wax Figure Co.
Limited

86 York St., Toronto

Canada's Leading Display Fixture House.

BOYS' LION BRAND CLOTHING

Full of pep, punch and Individuality

A Real Suit for the Boy

The cloth used in these suits is strong and thoroughly tested by us. Its durability and wear assured. Made strong where the wear is.

Boys like them for when they have once worn Lion Brand they will wear no other.

Feature them and you'll get the trade.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter and Hensall

Every Atlantic garment is as soft, warm and cosy as the glow of the fire.
Every sale invites another.

ATLANTIC UNSHRINKABLE

The UNDERWEAR *that Overwears*

ATLANTIC UNDERWEAR Limited
MONCTON, N.B.

E. H. WALSH & COMPANY
Montreal and Toronto
Selling Agents for Quebec, Ontario and Western Provinces

"Barriecloth" Ulsters
"Barrie" Pants
Fur Collared Beavercloth Men's & Ladies' Coats
Sheep Lined Coats

Overcoats made from BARRIE-CLOTH will give wear satisfaction to your customers. The fabric is specially constructed to withstand hard wear. It is a quick selling coat and the outstanding value in the overcoat market.

Mail orders and enquiries will receive our prompt attention.

THE ROBE & CLOTHING CO.
LIMITED
KITCHENER, ONTARIO

Gallia
MADE IN FRANCE
Marque Déposée
INTERNATIONALEMENT

Genuine French Braces

have all the qualities and features of higher priced brands.

—Woven Button-holes
—Extra Quality Web.
—Superior, Easy-Sliding Front Ends on Rollers
—Immediate Deliveries

Prices on request.

SOLE CANADIAN DISTRIBUTORS:

ONAD AGENCIES REG'D.
46 ST. ALEXANDER ST.,
MONTREAL

HAVE YOU RENEWED YOUR SUBSCRIPTION TO *Men's Wear Review?*

You will not want to miss the merchandising information that will appear in the pre-Christmas issues. They will mean money to you.

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses.

IF YOU have a problem—whether in store management, merchandising, advertising or any one of the hundred troubles that besiege the busy retailer—write our editors about it.

For twelve years we have been helping retailers all over the Dominion to solve their problems satisfactorily.

And our editorial advice is not passed out from behind a mahogany desk—it is the result of long personal experience, of countless interviews with the most successful retailers here and in the States, and of ceaseless investigation regarding modern problems.

So tell the editor about your worry. He may be able to help you very materially and he'll certainly be glad to hear from you in any case at any time as one of his subscribers.

Men's Wear Review

143 University Ave. Toronto

Hosiery with a History.

TRADE Hanson MARK

Your Reputation What is it Worth?

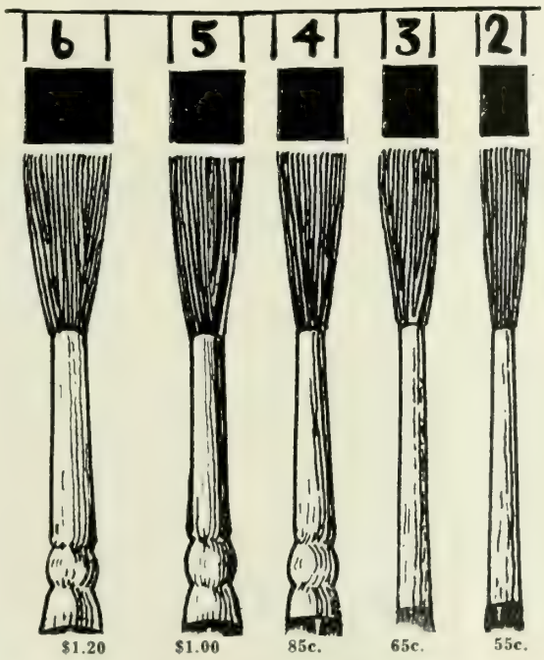
to your business it means success, so why risk it by selling "so called" quality socks? Hanson Socks are guaranteed socks, guaranteed to wear well and give entire satisfaction. Make your next sock order Hanson's and play safe.

Hanson Socks imitated everywhere but never equalled. Look for this trade mark. None genuine without it.

GEORGE E. HANSON

Established 1878 MANUFACTURER HULL, P. Q.

Stocks carried at Archibald & McDougall, Ltd., 370 Donald St., Winnipeg



Merchant's Special

Set of 5 Red Sable Showcard Brushes	$3.25
Set of Nos. 2, 4 and 6	2.15
Set of Nos. 3 and 5	1.45

These brushes have pure Red Sable hair, firmly secured in nickel ferrule with seven inch black polished handle. Illustration shows exact width of stroke each brush will make. With this set of brushes you can make the smallest price-ticket or the largest window showcard.

Note: Brushes may be purchased separately at the above marked prices.

Specials In Showcard Colors

In 2 oz. Bottles in the following colors as illustrated

Opaque Black, Light Red, Dark Red, Coral Red, Brown, Pearl Grey, Lavender, Light Yellow, Dark Yellow, Turquoise, Orange, Light Green, Dark Green, Light Blue, Dark Blue and White. Per bottle, 30c; per 6 bottles, assorted, $1.50.

Complete line of cardboard, brushes, colors, and everything for the card-writer on hand.

Write for illustrated price list.

Window backgrounds, show cards and cotton signs made to order. Designs and estimates free. Send dimensions and reading matter.

66 Bond Street **Kwik Showcard School** *Toronto*

Mr. "Men's Outfitter":

"Why not" make your store the headquarters for the well known, fastest selling, tailoring line in Canada next Spring?

Artcraft Tailoring for Men

The amazing thing about a tailoring business.

If a merchant is of good standing, it costs no more to have the BEST tailoring line than the POOREST.

One is as easy to get as the other.

You can sell clothes, the highest class of clothes or the shoddiest. You can sell clothes that will make your town advertise you or clothes that will make your town fight shy of you.

If you become THE ROYAL TAILORING representative in your town, you will have back of you an organization that has been built up on fair dealing, and will deliver satisfying clothes, that is maintained to render

Quality — Service — Value

THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

Men's Wear Review

VOL. XII NOVEMBER, 1922 No. 11

Robinson's Live Model Style Parade

Montreal Store Announces First of Its Kind in That City—Show Latest Models in Jazz, Sporting, Evening Dress and Business Fashions—Negligee Also Shown—Robinson's New Entrance

A NOVEL method of celebrating Thanksgiving was inaugurated by the Uptown branch of Robinson's Clothes Shops of Montreal this month when a "Live Model Style Parade" of clothes and furnishings for men was held on Saturday afternoon, November 4, from 2 to 5 p. m. This event, which was announced as the first masculine fashion show to be held in Montreal, proved a great attraction and demonstrated conclusively that such an event is entirely possible for the men's wear shop and by no means the exclusive right of feminine stores.

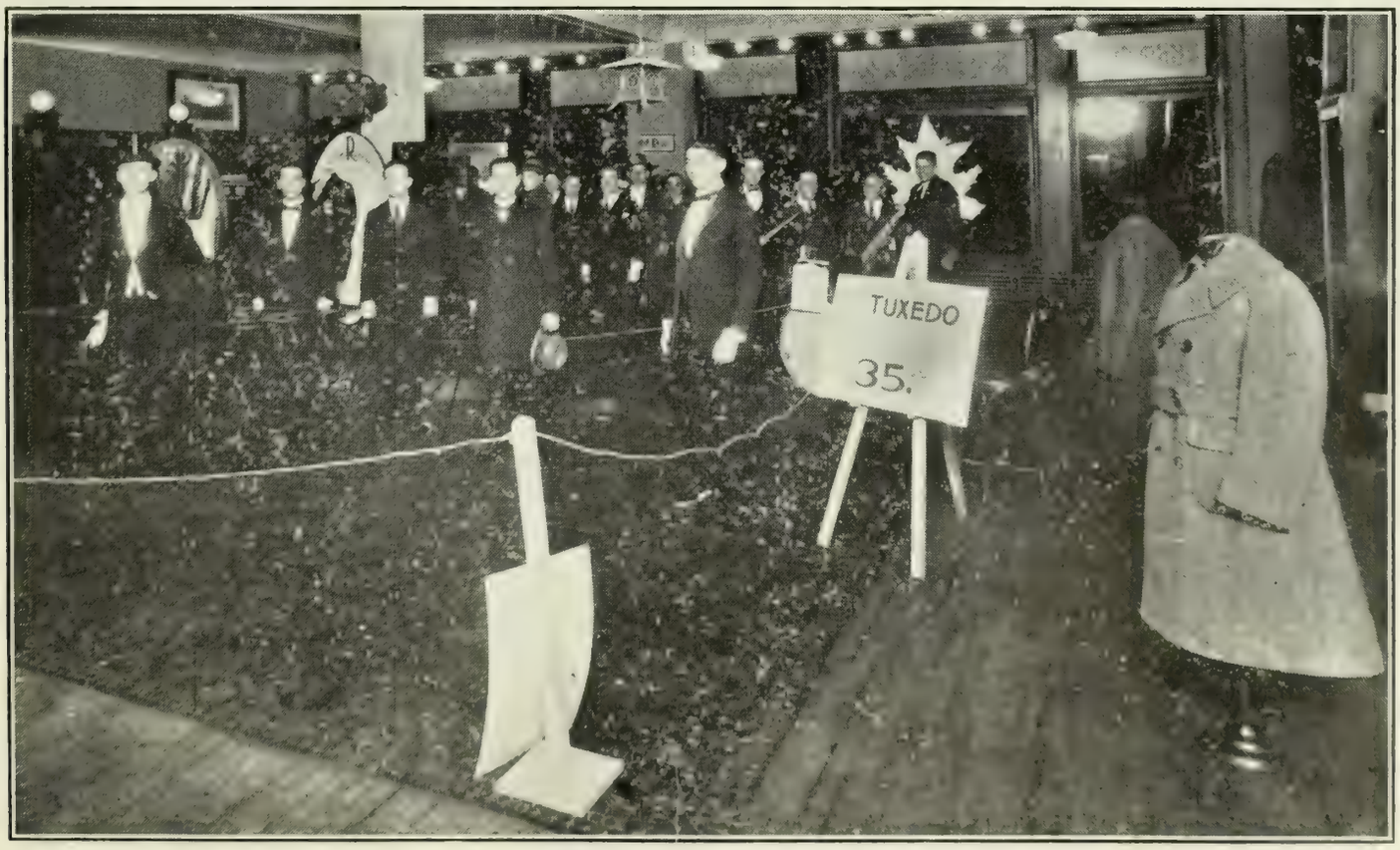
Great credit for the successful arrangement of the event is due to the staff of the St. Catherine St., West, branch of the firm, since the revue was staged with practically no time for rehearsal and was only thought of on account of the opening of a new front entrance which happened to be ready in time for Thanksgiving. The management bethought themselves of a living model style show as a means to attract old and new customers to this well-known upstairs shop and their surmise proved to be entirely correct. The fashion parade for men provided just the right atmosphere for this semi-official "housewarming" and the various features provided kept visitors interested throughout the three hours of the event.

As visitors entered the main floor of the Robinson Clothes Shop they were confronted by a long roped off runway centred by a table which divided the runway into aisles. From a dressing room at the rear of the store the five models appeared and paraded nonchalantly to the strains of a first-rate Jazz orchestra.

A Clothing Sensation

A large easel was used in the foreground on which to announce the various groups of apparel, the first of which was a collection of real Jazz suits just imported from New York and made famous by Rudolph Valentino in his latest pictures. The bright-hued silk girdle effects combined with flaring bottomed trousers laced with silk cord and convertible vests, etc., proved interesting to a large number of young men in the audience. As the models paraded they took off their coats to show how the vest could be worn in either of two ways or how the wide belt looked, worn over a smart silk shirt.

Of equal interest to spectators was another group representing correct sports apparel including a golfer's outfit complete from club bag to smart tan brogues; a duck shooting outfit comprising yellow oilskins and a paddle for guiding one's canoe silently through the still waters; a shooting costume of corduroy material snugly belted and worn



Living models wearing various types of correct evening dress at the parade held at Robinson's Clothes Shop, Montreal.

with a cap and leather leggings and game bag. A tennis player in smart English flannels and lovat mixture sweater also appeared, later on changing to correct dress for the formal summer resort comprising navy blue coat with white trousers striped faintly with black, and carrying a cane.

All the newest effects in fall and winter business suits were next shown, including one, two and three-button sack suits together with smart overcoats and headwear. The motorist was not overlooked either and appeared clad in trig Norfolk suit, goggles and gauntlets.

For formal wear was shown a variety of up-to-date evening clothes, both full evening dress and tuxedo effects, with the necessary furnishings in the way of silk hats, shirts, gloves and footwear.

Those young men who might be rugby enthusiasts were provided with amusement by the entrance of a model in full football kit carrying a ball and wearing the regulation hobnail boots and red and white striped sweater and stockings which are the official McGill colors.

Finally the models appeared in negligée costume suggestive of those hours of ease when the average man feels most at home, namely, when clad in dressing gown and slippers by the fireside. Gorgeous silken lounging robes were a feature of this display and were loaned by leading Montreal haberdashery shops in order to round off the event as representative of correct clothes for every hour of the day.

The new entrance to Robinson's Upstairs Clothes Shop strikes a new note in store architecture, being exceptionally wide and permitting the extensive display of clothing in wall cases at both sides of the street entrance as well as all the way upstairs. Artistically dressed windows are cleverly built up so that the various steps are scarcely noticeable and by means of colorful backgrounds and the sparing use of velvet drapes these inclined displays have all the merit of the ordinary street window.

Two Ionic columns finished in antique gold and a flight of marble steps lead inwards to the black and white staircase which is lit brightly with large indirect globes overhead. The display cases all the way up are painted in cream and have inlaid parquetry floors. An extra feature of the front entrance are the unique lights designed in the form of torches giving out a red glow which are attached tto the columns at either side of the new archway on St. Catherine Street.

"The shirt to fit the man," was the subject of an address by Charles Nelson, President of the R. J. Tooke stores of Montreal, to the members of the Rotary Club of that city recently.

Samuel Schwartz who has been in business in Windsor for twenty years has been forced to give up on account of ill health. He operated a general men's and boys' furnishing and clothing business.

The Fifth Avenue Tailors have opened a store at 871 King street west, Hamilton, with L. Adaskin, proprietor.

G. F. Donnelly has taken over the managership of the Regent Tailors, Limited, store at the corner of Bank and Queen streets, Ottawa.

J. N. Harvey, the well-known clothier of Vancouver, is being forced to move from his present store. While the new location is not definitely settled, Mr. Harvey states that he is going farther west.

"It is interesting to note" said Mr. Harvey with reference to his forthcoming move on December 31st, "that this is the oldest clothing and men's wear business in Vancouver, having been established by Johnston Kerfoot & Co. on Cordova Street in the spring of 1889, moved to the present premises in 1907, and taken over by us in November, 1910. As a matter of fact, it will be just twelve years yesterday, Nov. 11, since I arrived in Vancouver to take this business over, so we are celebrating out twelfth anniversary by clearing the decks for a new location.

"We have found a steady yet marked improvement in business conditions during the last few months. This has been especially noticeable in connection with our clothing department. The general public seem to realize that prices are now stabilized, and they are buying with more confidence."

LIVING MODELS POSING AT STYLE PARADE

Held by Robinson's Clothes Shops of Montreal, showing sports togs including golfing, hunting, football, and the newest imported Jazz suit called the "Toreador." Leading Montreal stores contributed furnishings, footwear, etc., to the revue, which was the first of its kind ever held in Montreal.

Inject Xmas Spirit Into Ordinary Merchandise: In December Neckties and Gloves Become Gifts

Montreal Stores Are Beginning to Reap Their Christmas Harvest by Promoting Early Sales—Snappy Slogans and Show Cards Will Help—Classifying Gifts is Suggestive—Store Arrangement Saves Time and Effort

WITH Christmas little more than a month away there is quite a perceptible hint of holiday suggestions in the window displays noted in Montreal recently. Newspaper advertising has plainly set forth the idea of early shopping for Christmas and now the display men are linking up this suggestion with practical hints in the way of sensible apparel for men.

As is well known, a necktie or a muffler is regarded as just so much merchandise throughout eleven months of the year, but during the twelfth the necktie, the muffler and a hundred and one other items of men's apparel are invested with an entirely different atmosphere and become "gifts." Therefore, as a contemporary writer puts it, "the retailer should endeavor to find out what kind of a change takes place in a piece of merchandise, say a muffler or a pair of socks, between the beginning of December and the 25th? At the end of November such items are simply regular items of stock," comments this writer, "familiar to store people and customers. Then all of a sudden, about December 10th, they take on a new and magical character and blossom out in the windows as 'Mufflers for Gifts,' 'Gloves for Gifts,' and so on, and as everyone knows, they sell not as gloves, neckties, etc., but as gifts. What is it that brings this mystifying and altogether marvellous change?"

It will be argued by the more prosaic minded that there is no change, while others will point out that the Christmas spirit is an important factor in the matter and is responsible for the transformation which certainly does take place in all kinds of merchandise just as quoted above.

Yuletide Advertising Pays Dividends

A point which bears no inconsiderable influence upon the kind of demand felt during the weeks preceding Christmas by the retailer is the marked reaction to advertising and window displays which occurs when both these sales aids are properly attuned to the season.

Some helpful last minute suggestions have been gathered by Men's Wear Review from retailers who have put them into practice in past years. For example, it is a wise idea to direct most of the Christmas advertising at women customers, suggesting the things that will most please men, for the latter will come to the store anyway without undue urging. The average woman, it is found, will try to get a man's gift at a department store or a jewellery store, etc., unless the man's shop can compete with this counter attraction and feature its merchandise in such a way that it fairly radiates the Christmas spirit and the gift idea. It is the interesting details about merchandise that attract women and the more information of this character that can be included in the men's wear advertisement the more successful will be the result in sales volume.

Try a Christmas Slogan

By all means play up the store name at the top of the advertising and carry through the holiday season a catchy and compelling slogan such as one of these:

"Pick it out. We'll put it in HIS hands Christmas Eve."

"Let us pack and deliver your Christmas gifts."

"Gifts from Smith & Co. last the year around."

"The store with the REAL Christmas spirit."

Many stores find it best to have a saying or a style of lettering or a kind of lay-out carried through all their Christmas advertising whether it is featured in the newspaper, mail matter, street cars or billboards. This is done for the sake of relationship and the fact that the more familiar the store name becomes the better are the chances of getting more Christmas business.

Above all things, make it easy for the reader of a Christmas advertisement to make up his or her mind what they wish to get. Make it easy to choose items from the advertising, in the windows and inside the store. Suggestions were given last month as to the various types of Christmas copy which is helpful in this respect. Some of the main points can be reiterated.

For example, some retailers feature the kind of advertisement in which is listed every possible want of the average man under such headings as "For Father," "For Brother," "For Husband" and so on, even including the bachelor, the sportsman, etc., irrespective of the aspect of relationship. This kind of copy is helpful to both women and men customers.

Classified Lists Help

Unless the store happens to be a very exclusive place where people are accustomed to pick out what they want and then enquire the price, it is by far the best policy to mark gift suggestions with plain figures. A woman, as a rule, has just so much to spend on her husband, or father, or son, and she can get a very good idea from a classified advertisement setting forth the purchasing power of such sums as one dollar, two dollars and so on as far as desired. Here is an idea taken from an advertisement run by an American store last year. This advertisement was spaced in four columns headed by the words "What $1 Will Buy" and so on up to $5, omitting the four dollar price. In the first column were listed such items as:

1 all leather belt,
3 all linen handkerchiefs,
6 initial handkerchiefs,
1 all silk necktie,
1 pair of silk hosiery.

In the $5 column the items were naturally more elaborate and included:

A sweater,
A gold belt buckle,
A silk muffler,
A silk shirt.

When attention has been attracted to the store through interesting copy, and the window displays have been planned to reproduce the items mentioned, arranged with due regard to the festivity of the time with touches of holly, spruce and bows of scarlet ribbon, the last word has not been said. It is in the matter of Christmas windows that the majority of retailers fall down, so to speak. They are content to feature not more than one or two holiday displays and let it go at that, instead of realizing that it is just as necessary to change gift windows frequently as it is during the busy seasons in other months. It is advisable to establish what is called a big Christmas stock impression right at the start of the season and then ease up till the last ten days before Christmas when a daily change is effected. It may be that the display man will feature an all blue window on one occasion followed by an all black display and so on, featuring a range of goods in this one color. While other window displays in the same locality are crowded with gift merchandise, it is wise to offer a contrast and feature a unit display of items, playing up the quality and attractive boxing.

Many American stores go so far as to cater to those who cannot visit the store, such as invalids, old gentlemen or business men. This service is well advertised and the fact is made known

that a representative will gladly call with an assortment of merchandise without any obligation attached. Telephone service is likewise encouraged in this respect which is of course linked up with a "Personal service" department in the case of larger stores.

Store Arrangement is Important

Last, but not least, see, to it that store arrangement is carefully carried out to prevent crowding and undue handling of goods. Do away with unnecessary aisle tables prior to Christmas and place the smaller items of stock in that part of the store where the public can get at them quickly. The old way of selling neckwear, namely, by hanging the ties up on rods above the counters, grouped according to price, is the most satisfactory method of selling neckwear quickly.

Do not be niggardly with Christmas advertising at the outset of the season, and if the campaign is kept up steadily, the Christmas shopper will respond because his mind has been focused and his interest has been roused.

Frank Colwell, of Halifax, N. S., has opened up a 5 cent to $1.00 store, said to be the first of its kind east of Montreal.

Hersee Brothers, of Woodstock, Ont., have purchased a business at Windsor. They will open a store at 118 Ouellette Ave., which they will operate as well as their Woodstock store.

Percentage and How to Figure it

Percentage is a Standard of Comparison for Amounts, Just as a Thermometer is a Standard of Comparison for Temperature or an Inch, Foot or Yard is a Standard of Comparison for Lengths

By G. W. Hafner, Manager G. W. Hafner, Inc., Auditors and Industrial Engineers, Chicago

TRADITION says figures don't lie. Yet, the wrong interpretation of figures may throw the head of the business completely off the track. Mercantile agencies report that a large number of commercial failures are directly due to the proprietor's or manager's belief that the business is making a profit, when, as a matter of fact, it is running at a loss. And the reason for this is that, in at least the majority of cases, the business man has been deceived by the use of percentages in allowing for profits.

What is Percentage?

In using percentages as a tool to work with, we should have a clear understanding of what percentage is. Percentage is a standard of comparison for amounts, just as a thermometer is a standard of comparison for temperature, or an inch, foot or yard is a standard of comparison for lengths. The word "percentum" means 100 parts, or 100ths. Therefore, amounts are compared by per cent. or hundredths, as lengths are compared by inches and feet, and temperature by degrees.

Accordingly, one amount compares with another amount as each contains a less or a greater number of 100ths, in the same manner that one temperature compares with another temperature according as it contains a greater or less number of degrees, or that one length compares with another length as it contains a greater or less number of inches. It is seen from this that percentage is simply a means for measuring figures.

How To Find Percentages

In finding percentages, we always have a clearer view of the matter, if we put the figures in the shape of a fraction. Percentage from the viewpoint of mathematics is fundamentally nothing else but decimal fractions. You say that 50 is one-half of 100. That means that 50 is fifty one-hundredths or 50 per cent. of 100. Likewise, 20 is twenty one-hundredths or 20 per cent. of 100; and ten is 10 per cent.; and 5 is 5 per cent. The principle here is the same as that governing the change of common fractions into decimals, which is: "Divide the numerator by the denominator," or "divide the upper figure of a fraction by the lower."

To illustrate, let us assume that the annual sales of a certain business amount to $100,000.00, and that the annual expenses aggregate $25,000.00. What we want to determine, first, is what percentage of $100,000.00 is $25,000.00. To do this we put the figures in the shape of a fraction, and divide the upper figure by the lower, thus:

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25,000
-------
100,000)25,000.00(.25
          20000.00
          -------
           500000
           500000
           ------
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We find, then, that the total yearly expenses of $25,000 represents 25 per cent. of the total yearly sales of $100,000. And we know from this that, in making up our selling prices, we must add 25 per cent. for expenses, plus whatever margin of profit we desire to make.

Why Anticipated Profits are Not Realized

This is all apparently simple enough. And yet it does not always work out just right, it seems. Let us see, then, what is it that tangles up so many of us in attempting to handle percentages.

For purposes of illustration let us take, first, the method of the business man who knows nothing about what his expenses are. He has perhaps heard some other man in the same trade or industry say that he figures to make 10 per cent. profit, and because that is what he thinks others are asking, he will figure something like this on a sale, which costs him, say, $20.00.

Cost of goods	$20.00
Add 10% of $20.00 for profit	2.00
Total	$22.00

He will probably mark the goods to sell for $25.00, thinking that the extra $3.00 will cover his overhead expense, and that he will make his 10% profit and perhaps a little over.

Let us see, now, what has really happened:

Cost of goods	$20.00
Expense, 25% (not of $20.00, but of $25.00, which will be explained later,	6.25
Total cost	$26.25
Sale price	25.00
Net loss	$ 1.25

or 5 per cent. of the selling price.

Next let us illustrate the method of the business man who knows, from last year's figures, that his expenses amount to 25 per cent. of his sales, but does not know how to apply that knowledge correctly.

Probably his estimate will show up like this:

Cost of goods	$20.00
Expenses, 25% of $20.00	5.00
Profit, 10% of $20.00	2.00
Total	$27.00

Let us see what has happened in his case:

Cost of goods	$20.00
Expenses 25% of $27.00 (instead of $20.00	6.75
Total	$26.75
Sale price	27.00
Net profit	$ 0.25

which is .926 per cent. (less than one per cent.) of the sale, and not ten per cent.

The difference between actual and anticipated profit, developed in the above illustrations, are due entirely to the fact that two different bases have been used in arriving at the results. In the first instance, the percentage of expense of 25 per cent. was arrived at by using the sales at selling prices. In the second instance, this percentage was applied to the sales at cost prices. This is the error too often made by business men.

Suppose the cost of a given article or commodity is $1.00, and a merchant wishes to add a margin of 33-1/3 per cent. to the selling price, how would he figure it? Adding 33-1/3 per cent. to the cost will not give the desired result, because:

33-1/3% of $1.00 equals 33-1/3 cents.

$1.00 plus 33-1/3 cents equals $1.33-1/3, or the selling price.

33-1/3 cents divided by $1.33-1/3 equals 25%.

Hence, instead of earning 33-1/3 per cent. on the selling price, as he had planned, the business man would actually earn 25 per cent. only, because different bases were used in the calculation.

The following table gives the equivalent percentage to be applied to cost prices in order to secure a given margin of profit on selling prices.

Rate for Figuring Percentages

Per Cent. on Selling Prices.	Per Cent. on Cost Prices.	Per Cent. on Selling Prices	Per Cent. on Cost Prices.
25	.333	38	.613
26	.351	39	.639
27	.370	40	.666
28	.390	41	.695
29	.410	42	.724
30	.430	43	.754
31	.450	44	.786
32	.471	45	.818
33	.493	46	.852
34	.515	47	.887
35	.538	48	.923
36	.563	49	.961
37	.587	50	1.00

In this matter of figuring percentages, the very first thing we must get a firm hold on is this:

To figure by per cent. intelligently we must have, somewhere, something that represents 100 per cent., which in this case is the SALE PRICE. When we attempt to figure any part of the whole as 100 per cent., we immediately get into difficulty. All component parts are measured as 100ths of this 100 per cent. Hence:

If expenses represent 25%
And profit represents 10%

We have accounted for 35%
And the cost of the goods must, therefore, represent 65%

Making the sale price 100%

In other words, the $20.00 cost of goods is 65 per cent. of the sale price, which sale price is represented by the total of 100 per cent.

In figuring percentages of this kind, the following rule must always be observed:

Divide the amount of the cost by the percentage it represents.

The answer will be the sale price.

$20.00 divided by 65% equals $30.77, which should be the selling price of the merchandise, provided the price paid for the goods is $20.00, expenses are 25% of the sales, and the dealer wishes to make a profit of 10 per cent. net.

How do we know this is correct? A method to be of any value must be susceptible to mathematical proof. Let us therefore prove the proposition thus:

Cost of goods	65% of $30.77 equals	$20.00
Expenses	25% of 30.77 equals	7.69
Profit	10% of 30.77 equals	3.08
Total	100% of $30.77 equals	$30.77

This method is absolutely correct, whether it is applied to a 50c sale or to a $500.00 sale.

The selling price is 100 per cent., or the whole. All component parts are represented by 100ths, or percentages of the whole. There is nothing in the entire equation that represents 100 per cent. except the selling price. Hence, all percentage computations should be based on the selling price.

Woollen Mills for Western Coast

Canadian Western and Fraser Valley Woollen Mills, Limited, Starting in Vancouver District

Two woollen mills will soon be operating in the Vancouver district. One, the Canadian Western, has been a producer for some time, while the second, the Fraser Valley Woollen Mills Ltd., is in process of formation. Both will use Western Canadian coarse wools and Australian fine and both feel that the market is plenty big enough for themselves and others, according to those interested. The Fraser Valley company will manufacturer tweeds, cheviots, mackinaw cloth, overcoatings, flannels, yarns, pullman blankets, automobile rugs, shawls. The Western Canada is devoting its efforts to a less varied assortment. O. J. Boyer, a practical wool man with long experience in the mills in Oregon, will have charge of the new venture. Associated with him as directors are: Captain A. W. Taylor and A. J. Romeril, both experienced in the manufacture of woollen goods.

THIS is a Cash Check for $2.00 to be paid in Cash—not merchandise, by our Cash Office. It's acquaintance money. We want you to come to our store and this is to pay or help pay your expenses. All you have to do is to buy $25 worth or more of merchandise anywhere in our store in any one day between now and New Year's day—then present this check on the day of purchase to our head Cashier and get the money.

C. H. SMITH COMPANY, LIMITED

WINDSOR, ONT.,.....192..

WILL PAY TO THE BEARER OF THIS NOTE

TWO DOLLARS IN CASH

READ PARTICULARS ON SIDE OF THIS NOTE

$2.00 C. H. Smith Company, Limited

"Acquaintance money" is a new kind of money which the C. H. Smith Co. of Windsor has issued and finds very profitable. It is one of those little advertising schemes which, if well conceived and distributed, will bring results more than commensurate with the effort and expense. As a matter of fact the scheme which is fully explained in this form costs something less than five per cent. It has been used with good results by this company for two years and the form is distributed at the Fall Fairs in that vicinity.

Formal Opening of Workman Store

Workman & Company, of Montreal, Have Opened Finely Equipped Uptown Store—Fixtures Are of Mahogany and Novel Use is Made of Store Pillars—Excellent Arrangements for Handling the Boys' Trade

THE FORMAL opening of the new uptown store of the C. A. Workman Co., of Montreal, men's and boys' clothiers, took place on Friday morning, November 10th, in the presence of a large number of customers and representatives of prominent manufacturing concerns, in addition to members of the store's personnel. This event was in the nature of a festive occasion, marking as it did, the advent of this well known firm to the uptown district after more than a quarter of a century's activity downtown in the heart of the financial section of Montreal.

To celebrate the occasion fittingly the store distributed large boxes of chocolates to the ladies present and boxes of high grade cigars to the men visitors and following a brief reception, the new store was declared open. An unusual feature of the celebration was the presentation of numerous floral offerings, wreaths, baskets and bouquets of roses and other flowers sent by leading clothing manufacturers accompanied by cards of greeting and congratulation. Altogether the presence of such a mass of hot house flowers in addition to the potted ferns which the store is using as a decorative effect, the opening ceremony presented a festive character not often encountered in clothing circles.

Novel Use of Pillars

The store interior is among the finest equipped in Montreal and possesses a considerable number of unusual features which excited the attention of the visitors at the opening. For example there are three pillars centering the main floor of the new store which are necessary to support the weight of the floors above. These pillars have been ingeniously covered with full length mirrors on all four sides, three of which can be adjusted in the usual triple effect found in men's stores to permit of trying on coats, headwear, ec., to the best advantage. When the three mirrors are swung into the wanted position it is noticeable that the pillar behind is screened by oak panelling.

Mahogany fixtures are used throughout the store designed on the latest models with solid plate glass tops and fronts through which all merchandise can be seen perfectly.

The entire ground floor is given over to men's wearing apparel from head wear to hosiery together with clothing, overcoats, etc. Three sides of the large main floor are occupied by continuous clothing cabinets, attractively curtained off. Despite the fact that these cabinets occupy so much space, no loss of daylight occurs for the reason that the window frontage extending from one end of the store to the other, reaches right up to the ceiling from the ground, thus permitting the entrance of a flood of sunlight above the display racks through a clear glass wall. At the same time this unusual lighting arrangement in no way interferes with the arrangement of the window displays which are so built that the window space is covered in overhead to prevent undue reflection and unnecessary shadows, besides ensuring the proper tem-

(Continued on page 44)

Part of the fine window frontage of the new C. A. Workman store of Montreal showing the upper display windows featuring boys' wearing apparel. This building was completed only in time for the store opening on November 10th, and is located in the heart of the business section of St. Catherine St.

Jewelry a Profitable Xmas Line

In These Small Items a Good Profit Can be Made and a Service Given—Jeweler's Methods Should be Studied—Necktie Pin Again to the Fore—Sets Can be Sold to Advantage—Jewelry for Collars and Shirts

THE APPROACHING Christmas season is the time when most gifts of men's jewelry are purchased. Wives, mothers and sisters flock to the jewelry stores and buy cuff links, tie clips, belt buckles, shirt buttons and even the humble stud which has lately been exalted to the rank of an item of jewelry in sterling silver or 14 karat gold.

Here is a valuable opportunity for the men's furnishing store to feature these small items which are so frequently neglected unless played up by the display man to finish a display of shirts. It is quite possible to sell jewelry items for gifts by suggestion in addition to purchase already made if the merchandise is introduced in the proper way.

Being naturally associated in women's minds with the jewelry store, men's jewelry requires special salesmanship to sell in volume in a haberdashery shop. It is worth while to devote some thought to the matter and to experiment with ways of displaying the different items so that they will strike the eye of the customers in the store. Salesmen should make it a point to show them with shirts, neckware, etc., at the time the sale is being made, emphasizing the added attractiveness of a nice pair of studs, links or a scarf pin.

Study Sales Methods Of Jewelers

Altogether too many stores visited lately by a staff member of Men's Wear Review are following too haphazard a way of displaying this class of merchandise. Instead of featuring novelties and fresh, attractive goods, they are content, seemingly, to show a miscellaneous and untidy assortment of old stock which is tarnished and shopworn in many instances. No wonder it does not sell. Such items of merchandise must possess the characteristics of novelty or practical utility to be really salable and a comparison with the selling methods of the jewelry store should be ample indication of the truth of this statement. In the latter case the various items are shown in velvet-lined cases underneath specially-arranged lighting, and usually sold in an attractive gift box. Each pair of cuff links or collar pins, etc., present a glittering or burnished appearance which excites admiration and the desire to possess, utterly opposite to the hit or miss methods described above. Even though the jewelry stocked in a men's store is more or less inexpensive and not always even gold plated, there is no reason why it should not be chosen with the utmost care. Any merchandise will take on added lustre by proper display methods.

Here are a few suggestions with regard to merchandising the various kinds of cuff buttons which may prove helpful. The shirt which is finished off with a French cuff requires what is termed a spool link, solid post cuff button because it is not bulky, looks neat and does not permit the soft cuff to show uneven edges. Such a cuff button should always be fitted into the sleeves of a shirt with French cuffs and its utility becomes immediately apparent.

There are many men to whom the patented cuff fasteners which snap together have an appeal. They usually think an inexpensive quality is good enough but now that it is possible to have these cuff buttons in gold or silver with a raised initial, there is a good opportunity to sell an additional pair for dress use.

There are any number of other cuff button novelties on the market now especially intended to appeal to young men who incline to fancy shirt effects, and the fact of the matter is that every sale of a fancy shirt should be accompanied by a sale of appropriate jewelery if such is carried in stock.

Scarf Pins Again In Vogue

Stickpins are coming back, is the rumor heard on all sides, and this item should prove to be an easy seller when introduced with neckwear. In the United States there is a vogue for smoked pearl stickpins which are smart when worn with a knitted tie. In a glance over the pages of the average jeweler's catalog for this Christmas it is readily apparent that the pearl is the masculine jewel of these times, since out of some fifty odd varieties fully thirty-five are set with small pearls, either singly or in clusters. Very few diamonds are shown, possibly the price being out of proportion to the appearance of the scarf pin. The average cost of these stickpins varies between $1.00 and $5.00 which is not out of the men's wear store range.

There will always be a demand for belts with good-looking buckles for Summer use. Buckles of hammered silver and monogrammed effects are offered in such a wide choice that it is not easy to make a selection. At all events, these lines should be given display space on top of a showcase, boxed in attractive packages and made to look as individual as possible.

Soft collar pins and holders can be sold in greater volume if a gift box is included with each and the stock is shown attractively and kept bright and new. Special varieties such as the collar pin designed like a hunting crop or with a fox head should be shown on the regular hunting stock and will gain in effect thereby.

Knife and Cuff Link Sets

There are many other items which a retailer may include in his jewelry section if it is desired to make this department up-to-date for the holiday trade. Fountain pens and pencil cases are appropriate gifts and knives are never out of place. In fact, one of the newest Christmas gift sets comprises a pair of cuff links and a knife to match boxed together. Cigarette holders and certain styles of cases are often seen in such departments at moderate prices and are all-the-year-round sellers.

Whenever possible these items should be given window display space by themselves and not always relegated to the position of "finishing touches." In the average store where each salesman is a "general man" and is not confined to one section, co-operation in the matter of suggesting jewelry is easily obtained. Even in other cases it has been found advisable to make an exception in the case of jewelry and to encourage sales at any time and from any other section of the store.

It should not be forgotten that boys are just as much interested in jewelry as holiday gifts as are their fathers and older brothers, and a word in the Christmas advertising on their behalf may result in sales otherwise never thought of.

Larger Sets of Dress Buttons

A timely warning is issued with regard to sets of buttons for wear with dress waistcoats. The newest styles call for three and four-button double-breasted effects but many sets of buttons still include only four buttons and thus the retailer is obliged to break up another set in order to supply the demand for a complete number. It is not always easy to match a set of dress waistcoat buttons and therefore when such a garment is sold the wise retailer will take pains to ascertain that the purchaser already possesses sufficient buttons or is willing to buy a new set comprising the requisite number. Such sets, by the way, should be pushed as holiday gifts without delay.

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"Throw Your Heart Across"

TO YOUNG and old men alike, there is a good deal of inspiration in the address—part of which appears in this issue of Men's Wear Review—given by Sir Joseph Flavelle at the Canadian National Newspapers and Periodicals Association. It would be strange, indeed, if something exceedingly worth while did not come from a man who has travelled all the way from the country store to a foremost position in financial and industrial circles in this country, whose ability has been recognized by the British government to the extent that he was made head of the Imperial Munitions Board during the war, and who now occupies a chief executive position in one of the largest retail organizations in the country. Sir Joseph, himself, with his many worthy achievements, is an inspiration to a young man who aims to get ahead by the sheer force of his own personality and ability.

It seems to us that one of the best slogans for the man who wants to get ahead and who realizes that there is no royal road to knowledge or achievement is "throw your heart across." Difficulties innumerable are bound to stand athwart the pathway; they are made to overcome, to master, and to profit thereby. The phrase comes from a story that is told of General Falkenhayn who was entrusted with the task of instructing one of the young German princes in horsemanship. The General had taken the young prince over many a difficult road, finally to be confronted by a wall which required a dangerous leap. The Prince hesitated, and the General, seeing hesitation and fear stamped upon the young lad's face, said, "Throw your heart across and the rest will follow."

It is so with all difficulties and perplexities that are the everyday experience of business men. A good deal of heart is required to face some of them, but the heart, or the decision, is the deciding factor in overcoming all difficulties. Once the decision is made, firmly and determinedly, the other factors required to put the decision across—to crystalize the idea—will quickly follow. The courage that is required precedes the decision—that is the test of the man. Once the heart is thrown across, all else will follow.

An Advertising Thought

THE advertising man is sometimes at a loss to know how best to make an appeal. As we have remarked many times, advertising is news, and often this news passes right under the eye of the advertising man and he may let it slip by without grasping its essential qualities of good advertising matter. The other day in conversation with the manufacturer of overalls he told us that a certain man had come into his office wearing a suit of overalls that he had given him many years ago. They were still doing good service and bearing up well under the hard usage to which they had been put. And then the manufacturer branched off on a talk about the economy of wearing overalls. Right there was his advertising copy. He couldn't get better advertising copy than that which dealt with overalls as an article in the wearing of which there is a good deal of economy—that is, looking at the question from his point of view.

And so it happens everyday. Perhaps there is never a day that some customer does not go into his men's wear dealer and tell him how well some article has worn that he bought from him. That is news; it is also good advertising copy. Men and women who read advertisements want to get all the information they can about the articles they see advertised; they are probably more concerned about that man than anything else. If that information comes to the advertising man he ought to capitalize it.

Editorial Briefs

How far have you got along with your Christmas plans?

Several months ago, Men's Wear Review urged that dealers put on a fashion show just as the women's wear dealers do it. They are doing it and finding out that it is a successful venture.

"EVERYTHING that increases mutual knowledge of the achievements and possibilities of industry and commerce increases the welfare of the people and acts as a stimulus to further progress. In this respect business newspapers perform functions which no general newspaper can undertake, and a limit can be set to their useful development only when a limit has been set to the march of knowledge or science, whichever you prefer to call it, as applied to production, commerce and finance."

"THERE never was a time when business newspapers could do a better stroke for the world than they can to-day by bringing it home to their readers and the great public that all the people profit by the peace and prosperity of each other. They are the most practical of internationalists and through the sensitive machinery of the market can estimate from day to day the reactions of policy and the supreme value of a settled order in the relations of states. They, better than anyone else, can realize the fallacy of the view on which nations have too often acted that what is one nation's gain must be another's loss. The world as we see it to-day is largely what politicians and statesmen have made it. Is it not time for the business man to take a hand?"—C. P. Scott, Editor, "Manchester Guardian."

Men's Wear Markets at a Glance

Immediate Business Held Up on Account of the Unseasonable Weather—Overcoats Are Active But Suits Move More Slowly—Booking for Spring Aims to Cover Initial Requirements of the Trade—Holiday Business is Active

UNSEASONABLE weather continues to put a damper on business in both wholesale and retail circles. Heavy goods are moving very slowly and sales are becoming more and more the order of the day as week follows week of mild weather. On the other hand, holiday merchandise is beginning to move and retailers are booking good orders in anticipation of a better Christmas trade than they had a year ago. Furnishing lines continue to hold their own in immediate business both over the retail and the wholesale counters. Travellers who are out or have been out with Spring merchandise say that retailers are not disposed to much more than cover their immediate requirements for the opening of seasonal trade in the Spring. That suffices them. As one man said "it is a travellers' trade;" in other words, the retailer is accepting the word of a well-tried and well-trusted traveller to book orders for certain merchandise which may be scarce when the Spring trade gets in full swing.

Clothing

SINGULARLY enough the overcoat trade has been good even in spite of the unseasonable weather. There is a marked scarcity of some lines; clothing manufacturers say they could have disposed of many more if they had had them. But it seems to be the case of the overcoat "covering a multitude of sins," namely, a much-worn suit of clothes. Retailers complain that they have been unable to create much business in suits and their disposition to book for spring is affected thereby. Special order houses say they are getting nice orders, especially for the better class stuff; on the other hand "price" is a very decisive factor with not a few merchants these days and a good deal of "price" merchandise is being sold. Spring business has, so far, developed fairly well; orders are numerous but do not reflect any speculative tendency at all.

Headwear

THE same tendency to book carefully for Spring obtains in headwear as it does in clothing. The immediate needs are looked after—but little beyond that. Some of the import men say they have had a better season than ever before. In colors, tans and greys are by far in the lead; one wholesaler stated that they had booked more greys than ever before. Tans and browns with other manufacturers have been good, constituting fully 25 per cent. of all the business they have done. There has been a feeling for greens; the best hatters in the retail trade have covered themselves with just a few to meet a possible demand for this recurring shade.

A manufacturer who has just returned from New York points out that the price of fur has doubled in the last six months and that the future of prices depends a good deal on what action is taken by the dress goods people. Much of this fur has been used by dress goods people for trimmings and it is said that if they go into the market for supplies the future of prices will be out of control. As this manufacturer saw it, there is no possible chance for a lower price before the Spring when the Austrian crop is gathered in.

Shirts and Collars

AT THIS time of writing the leading shirt manufacturers have been out with their Spring range only about one week and it is hard to form any definite idea of the development. Reports of city men are to the effect that retailers are booking better than they did a year ago. Their selection is pretty well scattered. Shirts with collars to match are selling well, with both starched and soft collars in demand. One firm stated that their starched lines were selling even better than their soft ones.

A manufacturer of work shirts stated to Men's Wear Review that recent advances in cottons would make it imperative that he advance his prices somewhat. Within the last few weeks he had received advances of from four to seven and a half cents a yard. A good indication of the evenness of trade in the rural sections of Canada was given by this same manufacturer who stated that seventy-five per cent. of his trade was with the general or the department store and that he had orders sufficient to keep him busy till next February. This reflects something of the staple conditions obtaining in rural sections where trade has not been susceptible to the depressions of the more strictly industrial sections.

Neckwear

THE approaching holiday season is keeping neckwear men as busy as they care to be. In the cut silks, the conventional patterns that usually accompany the Christmas season are selling well. Of course, they are wider than the summer shapes and some of the manufacturers are giving the straight cut and are meeting with good success with them. The demand for the cut silk tie is increasing each week and retailers express themselves as appreciative of the newer patterns that are being shown. The knit goods men also say that they are developing good holiday business, especially those who are changing their patterns frequently. One manufacturer stated that he changed his patterns every two weeks and that it was only by this method that he was able to keep up his volume of business.

Hi! Stop Theif! Stop Theif!

Who Steals My Purse Steals Trash and Also Makes a Hole in My Christmas Profits—Operations of the Shoplifter Become Very Active Around Christmas—Dope Fiend the Greatest Enemy of Store—The Professional, Amateur, and Small Boy All Ply Their Trade With Great Vigor

CHRISTMAS brings with it a rush and with the rush comes the greater activity of the shoplifter, the professional thief, the small boy who haunts the toy department and gets away with little things, and the regular criminal who seizes every opportunity to mix with the crowd if it presents him with a chance to reap ill-gotten gain. Shakespeare said "Who steals my purse steals trash" and the modern merchant, while subscribing to the spirit of the saying is apt to add when thinking of it in terms of Christmas merchandising: "And also makes a hole in my Christmas profits." The unusual crowds that throng all of the department and other large stores at this time of the year provide the very opportunity that the thief is looking for and it is a certainty that many thousands of dollars' worth of merchandise is stolen during the few weeks of intensive buying that precedes the 25th of December.

The accompanying article was written on information supplied Men's Wear Review by the head of a detective department in a department store. Every merchant knows that shoplifting flourishes during the Christmas rush; that means that a considerable loss is sustained, a loss which could in the opinion of this store detective, be considerably obviated. He is entirely of the opinion that all of the average-sized department stores in this country could with profit to themselves engage the services of a detective for at least a couple of months prior to the 25th of December, and he suggests that stores could co-operate in engaging the services of a detective where it did not seem possible for one store to meet the whole expense of this necessary protection.

The Professional

The professional shoplifter is well-known to the detective department of the big department stores. He has, or she has, probably served time in prison but immediately upon release goes back to the old haunts and habits and is ready to pick up the game where it was dropped before the long arm of the law gathered him in. And they know they are known by the detective department. The only way they can get into the store is by sneaking in through one of the many entrances to a large store, unobserved, for if they are seen by any of the staff of the detective branch they either make a hasty exit or are ordered out of the store. Practically all of their activities are concentrated on the more expensive merchandise because they steal for purposes of re-sale. They will usually try to lift merchandise out of the ready-to-wear or the fur departments, for if they can lift a $50 article they can sell it for $10 or $15 and that is clear gain. These departments are much more alluring to them than, for instance, the glove or the hosiery departments where a $1.00, a $2.00 or a $3.00 article could only be sold for a comparatively few cents. Probably 80 per cent. of all the attempts made by the professional thief in these departments are detected, arrests made and convictions secured. Their methods vary but usually they try to operate when there is a crowd about; they lift the merchandise from the counter, get behind a crowd of women and, under cover of the rush and rapid movement, hide the piece of merchandise in a muff or a bag, or—in the case of a man—under the coat which he invariably carries over his arm.

The Dope Fiend

The dope fiend is one of the most cunning of thieves and, when in dope, is very hard to catch. The dope gives him a courage and a cunning and a recklessness that helps him ply his nefarious trade and seek to make escape after he has been caught. In the case of a certain dope fiend caught in a large department store known to us, an attempt was made to jump from a window four storeys high even though the culprit was surrounded by store detectives. Many of these dope fiends have been sentenced to imprisonment of various terms but few, if any of them, are benefited by these short terms. While in prison they are denied dope but as soon as they get out they again get in touch with their old friends and old habits are resumed.

The dope fiend seldom makes an effort to steal more than one article at a time. He is easily detected by his jerky habits, the unusual palor of his skin and the cast of the eye. He will lift an article and make a quick get-a-way if he can. He is the only type of shoplifter that the clerk behind the counter can accost and hold till a member of the detective branch arrives to take him into custody because there is no mistaking a dope fiend and there is no risk to run to the store in apprehending him which is not the case with the amateur or the professional thief who have to be caught in the act or with the goods on them. It was stated by our informant that the dope fiend was the worst enemy of any department store.

Main Floor Stealing

By far the greatest number of thefts take place on the main floor of the department store where the smaller articles are sold quickly over the counter. Here the amateur works with the greatest success and 20 per cent. detections is a good record for any detective department. A clerk may be morally certain that some shoplifter is operating but is not permitted to take any notice of it so far as any action is concerned between her and the shoplifter. She gets into immediate touch with the detective department and lets it be known that a certain person is suspected. A member of the department then follows on the track of the suspect, because it is very rare that shoplifters of this kind will stop at the theft of one article. They go from counter to counter. If it is a woman usually a muff or a bag is the receptacle of the stolen goods. If it is a man he will often have a slit in the side of his coat through which he reaches to the merchandise on the counter. It is by following the suspect after it is morally certain that one article has been stolen that an arrest is usually made.

Powers of Observation

So far as the actual members of the detective branch are concerned, much of their work in arresting thieves is the result of experience and observation. A movement of the hand, a twist of the head, a side-long glance—these are the common indicators of the shoplifter. Detectives are very familiar with them where the ordinary person would take no notice of them at all. The greatest care has to be taken in all cases to catch them in the very act or with the goods on them. Otherwise some very expensive litigation may result, for a person wrongly suspected, is a very irate person. The quicker a settlement is made with this person, the better for the store, because the longer the wrongly accused thinks of the matter, the more incensed they become and the settling fee mounts ever higher.

Co-operation With Sales Force

The head of a detective branch usually finds it very advantageous to have

a good understanding with the sales force throughout the store. The first word that ultimately leads to detection and final arrest very frequently comes from them and if there is a good feeling between the detective branch and the sales force this word is given—if not many a detection is not made. When the sales force know that their word is not taken as the final thread on which the arrest is made they are more inclined to co-operate; they know that the final movement in the game has to be taken by the detective department on undoubted evidence.

The Small Boy

The toy department is a very enticing and fruitful field for the operations of the small boy during the Christmas buying season. The career of many a criminal is started here. In many instances the boy who is detected in petty thieving of some small toy is only the tool and not the master-mind behind the theft. He is usually to be found outside the store. He knows that his age will mean, if detected, imprisonment; whereas the small boy who commits the first offense will only be reprimanded and let go. The real villain of the play has gone through the department and knows what he wants. He gets hold of a small boy and tells him where the article is and offers him a small sum of money to go in and get it for him, probably twenty-five cents. Sometimes the master-mind is caught. If it is the small boy's first offense his criminal career may be cut short by a stern warning; but if he is an old hand at the game the future is less certain and he may return to his old ways.

A Suggestion

The only way in which some of the large competing department stores co-operate is through their detective departments. In the case of any new professional shoplifter who may creep up, his name, methods and any other information concerning him is freely exchanged between the two stores. It is not infrequent that a member of one detective staff will follow a suspect across to another store and set a member of the detective staff of that store on the tracks of the suspect. In this way many an arrest is made that would otherwise go undetected.

In many of the cities in Canada there are two or three department or large stores. Reference was made to these by Men's Wear Review in talking with the head of this detective department and it was suggested by our informant that it would well pay these stores to co-operate in providing themselves with detective protection during the few weeks' rush before Christmas. He could serve such stores and would doubtless save many hundreds of dollars' worth of profits that go during these weeks to the ubiquitous shoplifter.

They Hanged Shoplifters in Dickens' Time

The preface of Barnaby Rudge, by Charles Dickens, recounts the case of Mary Jones, a shoplifter, who was sentenced to capital punishment in England for stealing in a draper's shop. Sir William Meredith in a speech in Parliament made in 1777 is quoted by Dickens as follows:

"Under this act (the shoplifting act) one Mary Jones was executed, whose case I shall just mention. It was at a time when press warrants were issued, on the alarm about Falkland Islands. The woman's husband was pressed, their goods seized for some debts of his, and she, with two children, turned into the streets a-begging.

"It is a circumstance not to be forgotten, that she was very young, about nineteen years, and remarkably handsome. She went to a linen draper's shop, took some coarse linen off the counter, and slipped it under her coat. The shopman saw her and she laid it down. For this she was hanged.

"Her defence was that she had lived in credit, and wanted for nothing, till a press-gang came and stole her husband from her. Since then she had no bed to lie on, nothing to give her children to eat, and they were almost naked; and perhaps she might have done something wrong for she hardly knew what she did.

"The parish officers testified the truth of this story, but it seems there had been a good deal of shoplifting about Ludgate and an example was thought necessary. So this woman was hanged for the comfort and satisfaction of the shopkeepers in Ludgate Street. When brought to receive sentence she behaved in such a frantic manner, as proved her mind to be in a distracted and desponding state. A child was nursing at her breast when they set out for Tyburn, scene of the execution."

You Weigh .....

THE PROPER WAY to look the best is to buy your wearing apparel from

C. H. SMITH COMPANY
LIMITED
DEPARTMENT STORE, WINDSOR

First Prize $5.00 Second Prize $3.00 Third Prize $2.00

For the lucky weight to be drawn by the President of the Fair on the last day of the Exhibition.

Orders will be given at the Store for above Amounts.

Weight .....

Name .....

Address .....

DROP THIS COUPON IN THE BOX AT THE FAIR GROUNDS

Fall Fairs are popular occasions for being weighed. One of the liveliest spots in the Midway of the Canadian National Exhibition is where a man takes a guess at your weight and collects from you if he can't come within a certain number of pounds of it. He usually collects.

The C. H. Smith Company of Windsor take advantage of all the Fall Fairs in that district to satisfy visitors as to their weight—only they don't collect. Theirs is a free weigh scale, and the person whose weight is chosen by the president of the Fair gets a $5 bill; the second $3 and the third $2.

The form shown above is perforated and the stub, when torn off, forms the basis of a very good mailing list.

500 Children Enter This Contest

Sutcliffe Company, of Lindsay, Ont., Held Competition Which Attracted Attention of Whole City—Helped After-Christmas Business—Local Editors Were Judges

MOST live merchants have some method of attracting particular attention at Christmas time. The trouble is to get a merchandising method which is new to the public, who have learned to take Christmas activities for granted. The Sutcliffe store in Lindsay, Ont., tried out a plan with which they were very highly pleased and which Men's Wear Review believes would be interesting to all its readers. Though many stores in this country have tried contests, the Sutcliffe firm believe that the contest idea as it worked out in this case, has never been tried before. It was one of their own department heads who originated it.

A button manufacturer was most anxious to sell the store buttons bearing their name to be distributed among their customers. This seemed to W. J. Ferguson, the advertising manager, a good foundation for a better scheme. He had these buttons made with pictures of Santa Claus, above which appeared the words, "Get your toys at Sutcliffe's." Now buttons alone are no attraction to grown-ups who pass in and out of a store and there are not enough children buying under ordinary conditions to get much publicity through them. Some scheme which contained the element of competition was necessary.

Prizes were therefore offered for the best drawings of the picture on the button, which was called the "Sutcliffe Santa Claus." Buttons, pinned to circulars announcing this, were sent to five thousand school children in Lindsay and the surrounding district. The three counties of Victoria, Brock and Durham were covered. The radius varied from 30 to 50 miles. So much attention was attracted that those children who did not receive buttons, called at the store or wrote for them.

The conditions were very few. The drawing was to be made not less than three inches each way. As the button was only an inch and a quarter in diameter, tracing was in this way prevented. The drawing was to be colored like the original one. Two drawings might be submitted if desired. Names were not allowed to be placed on the face of the drawing, so that there would be no reason to think that the firm was showing favoritism in the matter of selecting winners. Each child was asked to place on a separate paper, his or her name, age, Post Office address and parents' names. December 21 was set as the last day on which drawings would be accepted.

There were announcements in the daily and weekly papers regularly during the twenty days allowed the children

GET YOUR TOYS AT SUTCLIFFE'S
GET YOUR TOYS AT SUTCLIFFE'S
GET YOUR TOYS AT SUTCLIFFE'S
GET YOUR TOYS AT SUTCLIFFE'S
GET YOUR TOYS AT SUTCLIFFE'S

This illustration shows how well the children of Lindsay, Ontario, draw. In the centre is the original button. The other four are the winning drawings. Upper left, Boys' Senior; Upper Right, Girls' Senior; Lower Left, Boys' Junior; Lower Right, Girls' Junior.

to make the drawing. The public was told that by a system carefully planned the judges would not know who made the drawings until after the awards had been made. This system was as follows: as the drawings were received, numbers were placed on the back of them and the same number in a large ledger which contained the name, age, address and parents' names. When the prize was awarded, the name was found in the book by means of the number.

That interest was aroused in Lindsay and its environs, can be judged from the fact that the number of entrants in the contest was slightly over 500.

Hand in hand with this competition, went the usual real Santa Claus. Ten days before Christmas he came in on a train from the west, the announcement of which in the paper brought hundreds of children to the station. On Christmas Eve he arrived from the east and was met by the Sutcliffe truck, which had gone through the town before train time, heralding the glad news of his arrival and inviting the children to come and meet him.

Believe Santa Claus Should Be True To Type

Mr. Ferguson says that too many people in trying to have a Santa Claus use the youthful, boisterous modern one. Children have learned to think of him as an old man, bent with his heavy pack and the weight of years. In their minds he is gentle-voiced and kind. For that reason, the Sutcliffe store used a costume which tended to give the characteristics they wanted and chose a secluded corner of the store, for the children to visit him in. The hushed air about the place, showed that the hundreds of children who stood around, felt the spirit which the store tried to give them. The glowing fireplace, the darkened room, the dull lights and the mystic atmosphere of the whole place seemed more in keeping than bright sunlight and a Santa who used modern slang words. Moreover, the firm was careful not to have Santa Claus appear at their store, on days that he was to be at any church charity or school function. They loaned the costume to organizations who requested it and as it was made in such a way that it gave almost the same appearance to every figure, many children believed that it was the Sutcliffe Santa Claus who went everywhere.

Santa boxes were distributed from a corner of the Santa booth for twenty-

five cents. These were guaranteed by the store to contain thirty-five cents' worth or more of merchandise at regular prices. The element of chance appealed to parents who came with their children to see Santa Claus and thousands of packages were sold.

This regular Santa Claus of the Sutcliffe store, linked up very well with the contest. Many children came to leave their drawings and to tell Santa Claus about them.

Local Papers Judged Winners

The editors of the Lindsay papers, the "Warder" and the "Post," were judges of the prize-winners. The prizes were as follows:

For boys and girls over eight years and under fifteen:

First prize for boys—large typewriter.

First prize for girl—large doll.

Second prize for boy—krazy auto car.

Second prize for girl—a doll.

For boys and girls eight years old or under:

First prize for boy—large meccano set.

First prize for girl—large doll.

Second prize for girl—large doll.

Second prize for boy—mechanical auto.

Second prize for girl—doll.

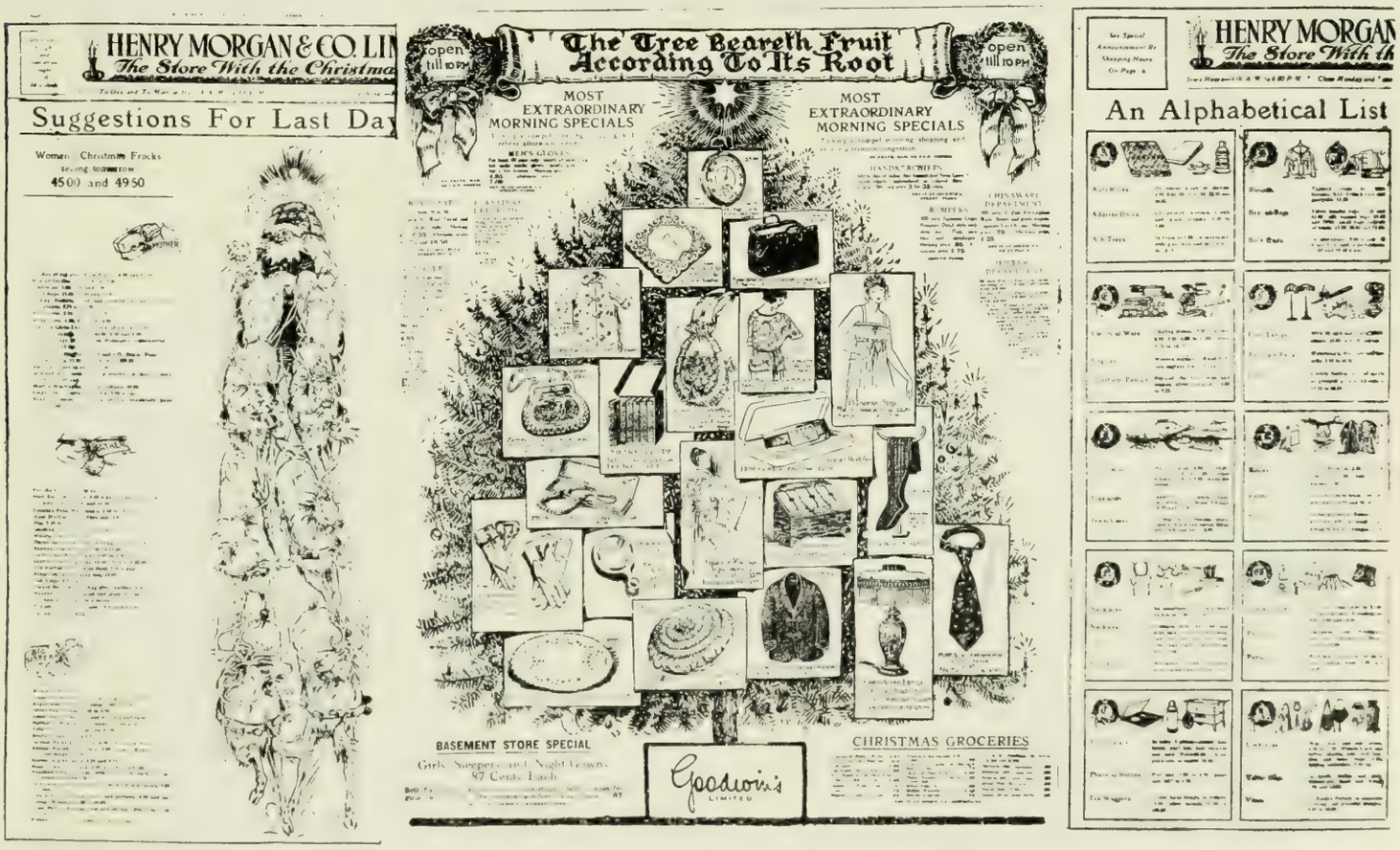
The judging was done on Christmas Eve; the prizes were sent immediately to the winners and their names were published in the papers.

After Christmas Publicity

On the Tuesday following Christmas, which comes in the slowest week of the year, a window was given over to displaying the drawings. Every one of the five hundred odd entrants had the privilege of seeing his or her drawing in the group. They were attached at uniform distances to long ribbons so that none were hidden. During that week, scores of people of every age were to be found standing before the window at all hours. Many odd purchases during those quiet days, can be directly attributed to that window.

The store has now a complete list of the names and addresses of probable purchasers in Lindsay and in nine towns in the district as well as on the farms within a radius which is never less than thirty miles and in some directions is fifty miles.

J. A. Coriveau of the Model Tailoring Shop, Fort William, Ont., has opened a special order department for women, through which they can secure man-tailored winter coats from fabrics of the same quality as men wear.



Above are shown sections of three full page advertisements, two of which were run by Henry Morgan, of Montreal, and the other by Goodwins of Montreal. The one to the left "Suggestions for Last Day" contains many suggestions for suitable gifts for different members of the family. Mother, father, big sister, little sister, big brother and little brother are all taken care of in this useful list of suggestions, carrying the prices of each article with it. The cut of Santa Claus in the centre of the page gives the advertisement the necessary Christmas atmosphere. The one in the centre shows an attractive grouping of many gift suggestions with the price given in each case. Articles for both men and women are shown. The one to the right shows a great many articles illustrated and alphabetically arranged. A great deal of news is to be had from this advertisement—a very desirable feature of Christmas advertising.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

LONG HAIRY FINISH ROUGH HATS TO MATCH THE LIGHT OVERCOAT

PRICES THAT LEAD THE WAY TO BETTER DRESSED MEN

MODELS FOR YOUNG MEN WHO APPRECIATE CORRECT STYLING

PATTERNS SELECTED FOR DISTINCTION AND DURABILITY

OUR MADE TO MEASURE GARMENTS ARE MADE TO FIT

IMPORTED ENGLISH HOSIERY AT TEMPTING PRICES

FELT HATS THAT ARE HIGH IN QUALITY BUT LOW IN PRICE

THE TAILORING OF THESE GARMENTS REACHES THE PINNACLE OF PERFECTION

"IF WINTER COMES" YOU WILL NEED ONE OF THESE STORMPROOF COATS

CAPS THAT LEND DISTINCTION TO THE WEARER

NECKWEAR FOR DISCRIMINATING TASTES

COMFORTABLE, WARM, MODERATELY-PRICED — FEATURES OF OUR UNDERWEAR

THE CORRECT DRESS FOR EVENING WEAR

KNITTED CAPS FOR BOYS AND MEN

DURABLE CLOTHES FOR BOYS FOR EVERY DAY WEAR

SHIRTS CORRECTLY TAILORED OUT OF FASHIONABLE FABRICS

THE NEWEST SHADES IN MEN'S SHIRTS

A KNITTED CRAVAT, CORRECT IN DESIGN AND SUPERIOR IN QUALITY

NEW NECKWEAR FOR EVENING WEAR

THE WING COLLAR ADDS DISTINCTION TO THE WEARER

INTRODUCING THE NEW KIMONA SLEEVE IN OVERCOATS

THE PRICE IS AN INDUCEMENT AND THE QUALITY A SURE THING

HEADWEAR IN THE NEWEST SHADES AND SHAPES FOR FALL

UNDERGARMENTS OF CHARACTER AT MODERATE PRICES

GLOVES THAT ARE MANNISH IN STYLE, CUT AND FINISH

SOME OF THE LATEST NECKWEAR NOVELTIES IN CUT SILKS

NEW PATTERNS AND FABRICS IN STYLISH SHIRTS

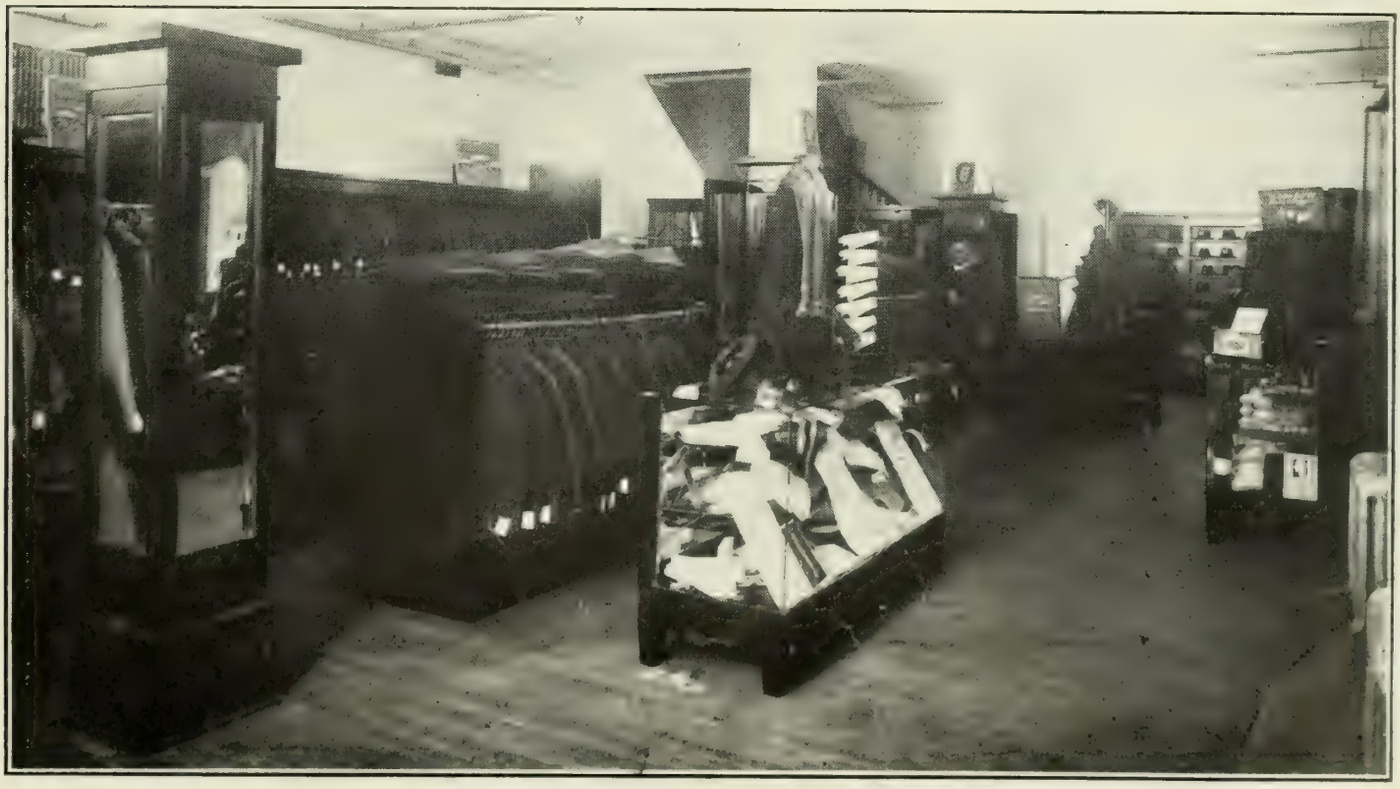
FOUR PIECE SPORTS SUITS AT TEMPTING PRICES

STYLISH, WARM, AND WOOLLY GAUNTLETS FOR COLD DAYS

WINTER CAPS THAT ARE JUST WHAT THE BOYS WANT

OVERCOATS THAT GIVE WARMTH WITHOUT WEIGHT

Above is shown an interior view of the newly remodelled store of P. Bellinger of Toronto. At the rear will be seen the clothing section which permits of privacy in selection. It is fully equipped with mirrors and dressing rooms.



A portion of the interior of the new store of C. A. Workman Ltd., of Montreal, showing the clever use made of the pillars which have been fitted with triple mirrors movable in any direction.

Needle Trades are to Co-Operate

Organization Has Been Formed Including Manufacturers of Both Men's and Women's Clothing—To Deal With Technical and General Problems Affecting Industry—To Take Interest in Tariff —Offices at Toronto and Montreal—Dominion Wide

A NEW section of the Canadian Manufacturers' Association was organized in Montreal on November first at a meeting of representatives of the needle trades of the Dominion called together to discuss ways and means to closer organization of the numerous branches of these industries. At a well-attended meeting held at the Windsor Hotel the new branch was established with the object of dealing more adequately than has been possible in the past, with technical and general problems concerning the clothing industry in Canada. It was pointed out that the clothing industry is the largest in the Dominion from the standpoints of annual value of output and number of employees engaged and nearly two hundred million dollars are invested in Canada in this industry. Government figures show that 17 per cent. of family budgets are spent on clothing.

Hence, the new organization will include manufacturers of both men's and women's clothing, whitewear, overalls and work garments, furs, caps and waterproof clothing, etc., all of which industries have many problems in common which co-operative efforts will go a long way in solving. Among those who are expected to take a prominent part in the new organization are the following:

Fred. W. Stewart, chairman of the Quebec division of the C. M. A.; J. E. Walsh, general manager of the association; R. P. Sparks of Sparks, Harrison Ltd., of Ottawa and president of the Canadian Association of Garment Manufacturers; B. Gardner, president of the Clothing Manufacturers' Association of Montreal, and F. G. Gnaedinger, chairman of the Fur Trade section of the Canadian Manufacturers' Association.

Benefits Retailers and Consumers

It is the conviction of those who are initiating this movement that it will be beneficial not only to the industry itself, but also of definite advantage to both retailer and consumer. This is the view taken by Secretary Hoover of the Department of Commerce, Washington, regarding such trade associations, for in a recent statement he set a very high value to the community on co-operative effort on the part of manufacturers.

One of the objects of the new organization will be to co-operate with government bodies and commissions who have to deal with such questions as freight classification, customs regulations, insurance laws and finance. These and other general problems will be dealt with by the organization as a whole. For the purpose of dealing with technical problems of production and distribution, the organization will be sub-divided into groups of those engaged in the various lines of industry.

Two Main Offices

In order to function efficiently, it is proposed to establish central offices in both Montreal and Toronto, with technically-trained officers in charge of each. Those executives will be engaged upon the matters mentioned above as well as in other activities such as co-operation on credit information, the establishment of a factory supply department, the co-operative marketing of clippings and standardization problems in respect to trimmings, packing charges, the opening of selling seasons, freight and express charges, and the like.

A committee was appointed at this meeting to proceed with as little delay as possible toward the organization, it being stated that with members already secured in Toronto and Ottawa and fifty members in Montreal to begin with, the association would start out with a membership of over a hundred, representing the leading firms of Canada in the allied lines of business under the needle classification.

Co-operation Needed

In a leaflet issued in the interests of the new organization some pertinent facts are published throwing light on the question as to the vital need for better co-operation in the needle industries.

"Meetings of manufacturers of men's and women's wearing apparel have been held in Toronto and Montreal, to consider the advisability of organizing a trade association wide enough to include all those engaged in any branch of the needle industries in Canada. The purpose of this organization would be to deal with such problems as affected the

R. J. Call of Guelph has recently installed a very handsome new coat in his store. It is shown above with a very well executed display of new Fall merchandise.

industry. It is also proposed that each group within the industry should be organized to deal with problems affecting such groups particularly.

"From the experience gained by those who have been members of the separate organizations now being carried on, it is admitted that the activities of these existing organizations could be much more effectively promoted if there were more complete co-operation in dealing with problems which are common to all.

"Those present at these meetings were confident that such an organization would function most satisfactorily if carried on as a section of the C. M. A., co-operating with it in its general activities, but functioning in matters having application to the clothing trade under an administration of its own.

"Herewith are outlined some of the activities in which the new association may properly engage:

Tariff

"All branches of the clothing trade are affected by the same tariff items, and their interests are identical. No industry is more embarrassed than the needle trades by evasion of the customs tariff through the dumping of undervalued goods of foreign manufacture in the Canadian market. Co-operation on a broad scale may induce some relief. Unorganized and unsupported representations have so far not been effective.

"Inasmuch as these exhibitions will probably be carried on in close association with retailers, and as clothing manufacturers are brought into more intimate contact with retailers than any other group of manufacturers, it is clearly apparent that such exhibitions would appeal more particularly to the clothing manufacturers. The financial possibilities of such exhibitions should be kept in mind as possible sources of revenue to assist in financing a needle trades' organization."

The new organization is to be national in its scope and as soon as its affairs are well under way in Quebec and Ontario, its operations are to be extended into the Maritime and Western provinces.

Industrial Statistics

"Manufacturers are obliged to supply information as indicated in the schedules distributed annually by the Dominion Bureau of Statistics. It is well recognized that it is practically impossible to adapt these schedules to the records maintained in manufacturing establishments, and it has been admitted by the Dominion Bureau that these schedules are capable of improvement. The Bureau would be very receptive of any advice which any organized group of manufacturers would tender. There is great need for statistical information regarding the industry, and all manufacturers would gladly comply with the Bureau's requests if the results to be obtained therefrom proved to be of some practical value. An association would be most effective in advising the Bureau in respect to the manner in which these schedules should be arranged, but a revision is practically impossible without the co-operation of all branches of the industry.

Textile Products Exhibition

"Many manufacturers are familiar with the success which attended the exhibition of textile products held in the King Edward Hotel, Toronto, in February, 1922. In view of the fact that the greatest support given to this exhibition came from those in the clothing trade, the opinion is held that future exhibitions could be more efficiently promoted under the auspices of an organized group of clothing manufacturers.

Window Display and Competition

Merchant Says Faulty Windows Arranged by Smaller Merchants Drive Business to Mail Order Firms—Some Displays Seen Show Carelessness and Uncleanliness

HOW many merchants in small towns have made a study of the mail order business? Are there still some who believe that the better prices offered by catalogue houses are alone responsible for their prosperity? These questions were suggested to Men's Wear Review by a merchant in a town in Western Ontario who had made a study of the best ways to compete with the mail order business. He admitted there was a time when buying by mail made serious inroads into his business and freely acknowledged that the fault was his alone. It had taken him nearly two years to discover the cause. It was because he had neglected window display. Since he has given this his attention, he says he looks upon the mail order trade as an ordinary competitor, nothing more.

This is the explanation he gives for the way in which merchants become tools in the hands of mail order houses when they neglect their windows. The catalogue arrives at the home postpaid, attractively illustrated and with a three or four color cover, which is always worthy of attention. It contains cuts of merchandise which until then, the customer may never have known of. There are a hundred things which especially to a woman answer the cry for something which "she really cannot do without." Under ordinary conditions the catalogue remains about the house for several days before its contents are taken seriously. In the meantime, the prospective customer has gone downtown several times, keeping unconsciously those things in mind which she has read of in the big book. How many times do the local merchants show her that they have them in stock?

This merchant believes that in ninety per cent. of such cases, the woman would buy the article locally because it involves less trouble. But the fault is not hers. She does not know she can get it in her town and if she considers the question at all, it is dismissed with the thought "Mr. Jones would never have that."

A Personal Experience

Last month, a representative from this publication made a trip to a town in the Niagara Peninsula which has a population of nearly 1,500. There were seven dry goods stores in the town. Dry Goods Review chose the five which the inhabitants mentioned as the best and interviewed the proprietors as to the place the mail order catalogue takes in that town. Four of these stated that they felt it considerably. The fifth did not seem to regard it seriously. Now the first four had windows which were not only poor but shockingly so. Two of them had dirty window glass, one had cobwebs in the corner and all needed paint. The principal things displayed were overalls and cotton hose—lines which every dry goods store has carried from times immemorial. They had nothing to attract people with taste—people who had money, because this was both an industrial and a farming centre of comparative importance.

The fifth store was spoken as the one which carried "rather nice things." Men's Wear Review investigated further and discovered that white silk gloves could be purchased at a better price in the store that had the cobwebby windows. But the casual purchaser will never know this and the owner of the cobwebs will go on complaining against his fellow men and against life in general because he hides his merchandise under a bushel of dust.

Frank Colwell, Ltd., of Halifax, are selling out their stock of men's furnishings and will shortly open an up-to-date exclusive hat store.

Smart work by the Saskatoon police saved C. D. Mitchener about $3,000 worth of clothing and furnishings on October 26th. The burglars were caught in the act just as they were about to make a get-away.

John M. Gallanger has opened a store at 220 Ossington Ave., Toronto. He is carrying high-class furnishings for men.

John T. Quehl has opened a men's furnishing store at 11 James Street North, Hamilton, Ontario.

Executive Meets at Niagara Falls

Meeting Held on October 26th—Difficulties Being Met by Captains Working Out the "Zoning" System to Increase Membership of Association—False Advertising in Case of Shirt Manufacturing and Sales Promotion Taken Up—Condemn Receipt Tax

GETTING to work on the "zoning" system in connection with increasing the membership of the clothing section of the Ontario Retail Merchants' Association is bringing the members of the executive face to face with some outstanding difficulties. The executive met at Niagara Falls on Thursday, October 26th, and this was one of the important matters dealt with during their session which lasted nearly all day. Ed. Mack of Toronto, is chairman of this committee and members of the executive in different sections of the province are acting as captains in their respective localities. They are making an active and personal canvass in surrounding towns and cities, pointing out to men's wear dealers the advantages of belonging to the clothing section of the Retail Merchants' Association, what the section has done for the trade in general and what it hopes still further to do with the active co-operation of dealers all over the country. They are distributing a bulletin which outlines many of the activities of the association during the last year and in this way are urging dealers to associate themselves with the clothing section.

But they are meeting with difficulties. Members of the executive who reported at the Niagara Falls meeting on their efforts during the last month mentioned some of the barriers against which they are coming in their canvass of the situation. One is the lack of organization locally in some of the towns and cities. One captain, for instance, said that the merchants seemed more disposed to join the Board of Trade or the local Chamber of Commerce. This captain undertook to emphasize the fact, however, that this organization while perfectly good in itself, was of little direct benefit to the men of the trade in many of the ways in which a retail organization could be of benefit to them. Still another objection was the membership fee, which some dealers felt was too high for the benefits they received from membership in the association. The various captains reported that dealers took a more lively interest in the work of the association when new taxes on the retail trade were suggested such as the stamp tax or the tax on receipts.

The whole matter of increasing the membership of the association was earnestly discussed and the chairman of the committee requested that captains send in reports of their work, stating that he would supplement it by personal letters to merchants urging them to become members of the association and particularly emphasizing at this time the convention in February.

"British-Made" Shirts

A matter which engaged the attention of the executive and on which action is to be taken is in connection with the sale of a certain brand of shirts which are labelled "British Make" but which, so the executive claim, are made in Canada. It was stated that this label was put on the shirt at the request of a dealer rather than by the independent action of the manufacturer. A resolution was passed that the matter be laid before the Attorney-General of Ontario with a view to prosecution either jointly or of one or other of the parties concerned.

Report of Style Committee

Just what the style committee has accomplished by co-operation with the Ontario designers was told in a report given by Mr. Mack and President R. F. Fitzpatrick. Most of this information was given in the last issue of Men's Wear Review so it is unnecessary to repeat it here. All members of the executive expressed themselves as very well satisfied with the work that had been done so far and were hopeful that much good would come out of this effort on the part of the joint committees from the two associations.

Copies of a book on alterations which is the product of the combined efforts of these two committees were distributed to the members of the executive and will be sold by them to dealers all over the province. Members expressed the view that this book alone stood out as one of the most helpful things that the Clothing Branch of the Ontario R. M. A. had ever done for the merchants of the province. This little book throws light on a very vexing problem, that of alterations; and, if followed, will save dealers a considerable sum of money each year.

A Sales Promotion Idea

The circular advertising of a new sales promotion firm was laid before the executive and some inquiries are being made with regard to it. This circular contained weather probabilities covering certain parts of the months of November and December which, if true, would prove to be very detrimental to good business during these months. The point arose whether these probabilities were authentic or not and a resolution was passed instructing the secretary to ascertain from Washington and Toronto if they were correct forecasts of the weather, secured from a recognized authority. If not, it was felt that prosecution might be proceeded with on the ground of false advertising. The matter will be thoroughly gone into and some action may result therefrom.

New Receipt Tax

The new receipt tax which becomes effective on January first was taken up by the executive and a resolution was passed asking that this tax be abolished. It will be remembered that this new tax was foreshadowed in the budget speech by the Minister of Finance last Spring. It provides that a two cent stamp shall be affixed and cancelled on every receipt given exceeding ten dollars. W. C. Miller, the provincial secretary, pointed out that this was a new tax on the retailer which would have to be met. If a man came in and bought over ten dollars' worth of merchandise and the sales slip were given to him marked "paid" it would have to bear the two cent stamp. Mr. Miller said that this new tax was arousing the retail merchants from one coast to the other, and that a great number of resolutions asking for its abolition were being passed all over Canada.

The January Meeting

There will be a meeting of the executive next month but the January meeting will be held in Toronto at the time the style committee meets with the designers' committee to examine the models they are preparing for the Fall and Winter season of 1923-24. It was felt that it might be a good idea for the whole executive to meet with this committee rather than the committee from the executive.

Members of the executive in attendance at this meeting were President R. F. Fitzpatrick, Secretary W. C. Miller, Mr. Doan of Niagara Falls, Ed. Mack of Toronto, Clarence Trull of St. Thomas, George Stephens of Barrie.

During the afternoon, the members of the executive were shown through the schools of Niagara Falls and the development plant at Queenston.

In the evening a banquet was given in one of the local churches to the executive. Most of the local retailers were in attendance and listened to addresses by W. C. Miller, who gave a comprehensive review of the activities of the R. M. A. and spoke of some of the forthcoming legislation affecting the retailers of Ontario. President John Logan, of the local R. M. A., presided.

It's an Investment—Not an Expense

That is What Members of the National Association of Retail Clothiers in the U.S. Claim for it—Started Eighteen Years Ago and Has 6,000 Members—Its Many Services Make for Better Merchandising Methods and Better Merchants

DOES it pay to belong to an aggressively-conducted, nationally organized association of retailers?

The importance of that question looms larger as the date for the annual convention of Ontario retail clothiers—in February—draws nearer. Beyond this annual convention is, we hope, a national convention of the clothiers of Canada. Some day it is bound to come.

But the answer to the question may be had by studying what the National Association of Retail Clothiers of the United States has done for the retailers in that country.

Started Eighteen Years Ago

This association was started in Iowa eighteen years ago by six Iowa retail clothiers who organized the first state retail clothiers association. The idea has grown until to-day every state in the United States has an association all affiliated with the National Association which has a total membership of more than six thousand of the most aggressive and progressive clothiers of the country. There is reason for saying this, for it is a fact that sixty per cent. of all the men's and boys' wearing apparel sold in the U. S. is sold by members of the National Association.

Some Activities

In a much larger sense, because of its magnitude, the National Association is most active in all matters of legislation than the state or, as we have it here, the Ontario Association. Its very numbers give it an unexampled power in all matters affecting the clothing industry and it is a force to be reckoned with in all legislative enactments affecting the clothing trade in any or every part of the country.

Arbitration is one of the outstanding activities of the Association. It will arbitrate disputes that may arise between members of the association and manufacturers or others with whom they deal whenever the member has a just complaint. Hundreds of such disputes have been settled through the efforts of the association and thousands of dollars saved to the members. Unless the claim of the member is a just one, however, the association will not use its influence in his behalf.

Terms and Discounts

The association is conducting an active campaign to secure uniform regular terms and discounts. A committee composed of seven of the leading clothiers of the country is in active charge of the campaign in which marked progress is being made and ultimate complete success assured.

In connection with the association, a bureau of information is maintained through which members can secure any information desired pertaining to the clothing business. This information is obtained through constant study and research. Anything about the costs of doing business, various methods of paying salesmen, information about merchandise is at the disposal of every member of the association for the asking.

Analysis of Trade Territory

The National Association has on file the complete census records and will gladly furnish to any member a complete analysis of his town as given by the census reports. This will tell him the number of people gainfully employed in his town, how many carpenters, how many doctors or other artisans or professional men there are in the town, and other such valuable information. If desired, a member can find out approximately how much clothing, hosiery, underwear and other merchandise his community consumes during the year as based on the census reports.

Accounting Service

Measured in possibilities and real accomplishments, the accounting service is one of the most valuable services of the association. This department is conducted by a committee composed of three of the best qualified and best known accountants and comptrollers in the retail clothing field. They are prepared and qualified to advise a member at any time on any problem of accounting, systematizing and budgeting. There is no limit placed on this service and it is valuable for the very largest or the very smallest stores of accounting up to the furnishing of a complete system of accounting, budgeting and stock control for any size business.

A traffic and collection department is also maintained by the association. The traffic department, for a small service charge, collects loss and damage claims, audits freight and express bills and collects overcharges. This department collected ninety-eight per cent. of all loss and damage claims handled last year, many of which had been turned down time and time again. The collection department undertakes to collect amounts for the members of the association and records very good success in this work.

Important branches of the work of the association are in connection with advertising and window display. An advisory service is maintained in advertising and members are permitted to consult with the head of this department with charge either direct or by letter and no problem is too intricate for them to give their very best attention to it.

All problems of window display or decoration are handled by the window display and store service department. It includes supplying of suggestions of drawings and designs for window background, store arrangement, advice on windows, store and flood lighting, window display, fixtures, card-writing, signs; in fact, everything pertaining to store and window display and the service is free to all members of the association.

These are only a few of the activities of this association. They maintain an educational service, a merchandise exchange service, a bulletin service which keeps the members informed on all questions, either national or state which affect the clothing trade. There are many others which make it invaluable to the six thousand members.

The lease of the English and Scotch Woollen Mills, on Yonge St., Toronto, has been sold.

The employees of the Waterloo Shirt Company held a masquerade ball on the evening of October 26th.

The Ideal Gents' Furnishing Store at Moncton was damaged by fire to the extent of about $9,000 in October.

Delegates to the National Clothing Convention held recently at Chicago were shown trousers with a corset effect attached.

Fort William merchants held a Window Night and Thanksgiving Merchandising Festival during the week of October 23rd.

Sixteen of Canada's clothing manufacturers were in a five-days' convention with Dowler Buyers at the Prince Edward Hotel, Windsor, late in October.

For the fourth time in six months Chic Farrar's store at Mount Hamilton was robbed on October 25th. A quantity of overcoats and clothing was taken valued at several hundreds of dollars.

A Dozen Ways to Get Xmas Business

1 Helping Along Early Shopping: Little bits of pertinent advice about early Christmas shopping can be given publicity on window cards and by boxed-in announcements in your newspaper advertisements. A few suggestions:

"Buy before the rush comes, buy before the slush comes, buy before the crush comes." "Christmas! Buy a present a week from now on. Shop early. Buy while stocks are complete."

"May we remind you that Christmas is but 30 days away? There is every advantage in making selections now. A small deposit will reserve any article for Christmas." "Articles presented in a Jones & Company gift box have a value in sentiment without measure."

2 To Get More Christmas Sales. It might be an inducement to a customer to buy garments for gifts if he or she were permitted to make selections and have it laid aside for delivery a day or two before Christmas, to be paid for when delivered or charged on the January statement. Christmas orders might be worked thus: "Please deliver to bearer one overcoat (or other merchandise selected) and charge to..... ....." This idea has been frequently used in connection with men's furnishings with good success.

3 Featuring the Newest Goods as Gifts: Why not take note of the new things in your store this season and have a folder made, giving descriptions, and an occasional sketch, with the price? Number the article and leave a place for the checking purposes. At the bottom of each page have a slip attached for the name and address. Along with a return envelope have this mailed to your charge and out of town customers as well as a selected list of regular patrons.

4 Evening Togs Have Gift Possibilities: Play up evening clothes for a man's gift. Arrange displays including a full dress and tuxedo suit together with the correct accessories. Show the smaller items such as jewelry, mufflers and gloves in smart holly boxes and emphasize the fact that formal dress will be more than ever worn this winter at social events. Offer to exchange gifts after Christmas and send on Christmas Eve.

5 Price Classifications Promote Sales: Suggestion lists of gifts for men are a common feature of pre-holiday advertising. Why not classify the various items according to price for a change, ranging from $1.50 upwards as high as desired, so that a customer limited to $3 for example, would know what gifts that amount would buy, and would feel less embarrassed than if she were obliged to ask for the inevitable "something cheaper."

6 Feature Gifts for Women Along With Regular Goods: The best Christmas customers for women's silk underwear are men—why not make it a little easier this year by displaying a line of these goods in a man's own realm? If there is any one thing that the average man dislikes more than anything else, it is shopping in department stores for Christmas presents and consequently, a display which includes a line of women's hosiery, handkerchiefs and glove silk underwear well displayed on tables placed in the aisles and attractively boxed, will prove successful beyond all anticipation, if the right quality of goods is selected and care is exercised in picking the merchandise. A line of leather goods such as handbags would be also 'sure sellers' featured in the same way. This extra service would be well advertised and invitations to men to do their Christmas shopping at your store might read: "No fuss, no hurry, no bustle here. Take your time; select what you want; you will feel at home in the men's furnishing department."

7 Get Your Ads Ready Now: Special advertising of furnishing goods should start early in November and be kept up until the end of the holiday selling season. It should be borne in mind that, regardless of where a store is situated, that store's customers purchase holiday gifts at three different times, first, when the thought strikes them that such an item would please 'Jack,' second, when they recall the fact that no present has been purchased for father, and third, when they have money to spend. As each occasion occurs to many people each day during December it is well to play them up in your ads day by day.

8 Check Up Reserve Stock: This is a good time to take stock of the reserve goods and make sure that all sizes and numbers are in sufficient supply for your immediate needs. Look over the list of goods on order, probably some of them will be wanted right away, and a reminder to the seller may obviate some lost sales. Just now customers want the goods they ask for delivered promptly. They will not pass your excuses for non-delivery along to the person they intended to give a box of handkerchiefs to. Instead they will go to the store up the street and get them if yours don't come along. Result, a lost sale, perhaps a lost customer, for you.

9 College and Schoolboys Needs as Gifts: Push men's and boys' winter suits and overcoats now—as hard as you can. Talk up their utility, style and gift value while there is a chance left to capitalize these selling points. After Christmas people expect reductions—demand them in fact—and in many cases will refuse to purchase unless they get price concessions that take all the pleasure out of retailing. A window display will help much at this time as well as newspaper ads which may be directed especially to appeal to families expecting sons home from college and boarding schools. Sports togs in which knitted goods play a leading part, should be especially good gifts, also sets of stock in various colorings and tuxedo suits for the first formal social events.

10 Boxing Merchandise Stimulates Sales: Preparations for holiday selling in furnishings are on a somewhat more elaborate scale than in recent years, it appears. This is wise in view of the willingness of many people to purchase boxed merchandise more freely than they would accept the same goods from stock. While the cost of boxes, etc., may run into a large sum, it is well to bear in mind the fact that each box considered by itself represents a trifling cost which in most cases is offset by its selling power. In stores where the full strength of special boxing has not been tested out, it will pay to put some of the choice furnishings in boxes and show them in store windows and on the counters with appropriate display signs. When this has been tried the results have been very satisfactory, thus proving that attractive boxing induces quantity purchases of goods that if shown from stock would go in smaller quantities. The boxes, however, must be good and absolutely clean.

11 An inexpensive Novelty in Gift Boxes: An attractive box makes an attractive gift, so that the merchant who packs Christmas gift purchases in gift boxes gains sales and customers. Many merchants do not know that the happiest way to secure gift boxes is to buy the white boxes in all sizes and give the Christmas air by means of pasted posters which can be ordered from any art service and may be printed by the hundreds. Any remaining over may be used the following year, and this method has the advantage of making the boxes as they are required and moreover, it is less expensive to buy a year's supply of white boxes than a small lot. Other posters may be made for different seas-

(Continued on page 43)

St. Thomas Merchants Hold Window Night

Co-operate to Arouse Enthusiasm of Citizens in Many Lines of Merchandise Carried—Prize List Arranged Which is Responsible for Attractive and Novel Displays—Thanksgiving Merchandising Festival for Three Days

A CO-OPERATIVE effort that met with unusual success was promoted by the business men of St. Thomas on the first day of November. It was called "Window Night," and the object behind this co-operative scheme was to arouse the greater interest of the people of St. Thomas in the merchandise handled by the stores in that city. A prize list, arranged more for the smaller stores, had for its object the greater care in window display work and it was productive of some very artistic as well as original displays. The four points considered by the judges of the display contest were (1) Attention compelling; (2) balance of display; (3) color harmony; (4) detail. One prize was given for a novelty display and the other prizes were for general display work. The novelty prize went to Sanders & Holcombe; while the winners of the general prizes were Miss A. M. Barley; W. S. Richardson; Reeks & Co.; Johnston & Murray; E. McCance.

Thousands Were Out

Perhaps the most outstanding tribute to the value of this co-operative effort was given by the people of St. Thomas themselves. Talbot Street looked like several Saturday nights rolled into one. The streets were literally packed with thousands of people who came out to see the result of the effort on the part of their merchants. There were innumerable expressions of satisfaction and surprise on every hand. The "surprise" expressed is a very gratifying feature of such efforts; at the same time it might be considered to be a commentary on the lack of merchant-co-operation that is always too manifest in every town and city. It is actually true that many people are surprised at the wealth of merchandise shown on such an occasion. It requires such an effort as this to convince people that merchandise is gathered from the four corners of the earth for their supervision and selection, that they can buy just as advantageously and as economically at home as any place else. The fault is not on the side of the "dear people;" it is equally the fault of the merchants who do not get together sufficiently often to put this truth across in a big and convincing way.

Arresting Displays

There were many arresting and attractive displays. That of Miss Barley, the winner of the first prize, was admirably conceived. Though her window space is limited, she made the best use of every inch of it. She had the window fitted up like dressing rooms in which live models were trying on some of the latest millinery creations. The atmosphere, the lights and all gave it a very realistic appearance. J. H. Gould, Limited, had their window fitted out like a drawing room in which live models paraded, showing some of the latest fashions in dresses. The Davey Hardware Company made the very best possible use of their window to promote the sale of electric washing machines. In one section of the window a weary woman with an aching back toiled over the wash tub in the old-fashioned way; while in the other section a well-dressed lady, sitting down reading a book, casually glanced sideways at the washing being done by the electric washer. Of course, she was the envy of the other woman. There were other windows that possessed hardly less originality, showing that a good deal of attention and care had been given to this effort on the part of the window display man as well as the merchant himself.

Thanksgiving Merchandising Festival

While no buying was done on this night, the merchants linked up with the window display night a thanksgiving merchandising festival which lasted the three days following the window night. The local newspaper on Wednesday night carried many pages of advertisements from the merchants announcing the special efforts they had put forth to make the event of value to the consumer in the way of economical purchasing. This sustained the enthusiasm that had been created over the window night and allowed merchants to cash in on it. Merchants stated that they were well repaid for their double effort to arouse the interest and enthusiasm of the people of that city in these novel events.

To Be Held Regularly

So successful was the first effort of the merchants in this event that they have decided to continue it as a co-operative merchandising plan. It will be held either every six months or once a year.

It is a plan that commends itself very heartily to merchants all over the country. We are absolutely assured that the feeling is general that merchants should co-operate more in such efforts as these and in many others.

A well arranged display of evening wear is shown above. It was executed by George H. Tindall for the Semi-ready store at Brandon, Manitoba.

The Art of Showcard Writing

Suggestions as to How to Hold the Pen and Obtain Greater Facility—Some Alphabets Adapted for Use in Pen Lettering—Satisfactory Color for Pen Work—The Practical Importance of Pen Lettering

By JALEXO

THE pen has a definite and prominent place in the hands of the experienced cardwriter. It is through the medium of the pen that the desired " gray " effect is obtained on showcards, which are lettered in paragraph fashion. It may here be explained that in showcards where caption, reading matter and price are lettered on a card, it becomes necessary to distinguish these elements by correct display and contrast. A showcard of this sort lettered in black, permits of three contrasting effects—black, gray and white. We may also observe here that the caption and price provide the black contrast, the reading matter provides the gray contrast and the spacing around and between the various elements of display provide the white contrast. Hence we have the black, gray and white, which must be kept continually in mind during the layout and lettering of the card.

Obviously it is to the pen that the cardwriter looks for the means of acquiring the desired gray contrast which is so appropriate when rightly used.

How To Hold The Pen

The pen, you will notice, is held in much the same manner as the brush. In the accompanying sketch we have two methods of holding the pen. Both ways are recommended, since each brings a distinctly different result. Position 1, illustrates the upright effect in lettering obtained by holding the pen squarely to the line, and keeping it in this position for the execution of both straight and curved strokes. Similarly in position 2, we have a distinct change of lettering which comes from holding the pen at the angle shown, and (as in the case of position 1) keeping it in this position during the execution of both straight and curved strokes.

Pen Easier To Master Than Brush

It is popularly recognized, however, that penwork is more easily mastered than brushwork, due to the fact that in using a pen, the hand obtains a firmer hold on the card as a result of the pressure required in making the characters. A first attempt at penwork, of course, is likely to prove disappointing. Penwork is not so simple that it can be mastered in a day. As with the brush, so with the pen, careful, attentive perusal is imperative at every stroke. It is only through constant practice that one reaches any marked degree of proficiency. Devote but thirty minutes a day to the pen and the numberless little difficulties will practically vanish within a week or so. Any cardwriter who questions his ability to bring the pen under complete control, will, upon giving the matter sufficient study and practice, discover that his "troubles" were more imaginary than real.

Color for Penwork

Black is the most satisfactory color for use with the pen. The ordinary brush color, diluted with water to the right consistency is in universal usage. If, however, you wish to mix some color of your own, there is an excellent formula: First, obtain some lamp black; second, dissolve water-soluble nigrosine dye in water; third, mix these to the desired consistency; and fourth, add glycerine and mucilage for a binder. This color will be found suitable alike for pen or brush.

The Soennecker Pen

The beginner is advised to experiment with the Soennecker pen. It is simple in construction and comparatively easy to handle. These pens come in a variety of sizes, from narrow to wide. Any supply school (or dealer in cardwriters' needs) will be able to meet your requirements in this respect. When new, pens are not sufficiently pliable for immediate service. Preparation is essential. Each pen ought to be held in the flame of a match for about five seconds. When taken from the flame, the pen should be dipped in cold water. This process softens the pen and makes possible that smooth fluent lettering so much admired.

Nobody ever mastered the pen without patient submission to a discipline far from attractive and entertaining. Penwork bristles all over with technical difficulties, and I will hazard the assertion, without much fear of contradiction from those acquainted with the subject, that it offers drudgery enough and disappointment enough to be a training both in patience and drudgery.

Practice Strokes For Penwork

From the illustrations herewith the student will observe that the practice strokes which comprise the pen alphabets are executed in the same series of movements required for brush work. The same principles hold good throughout the alphabets.

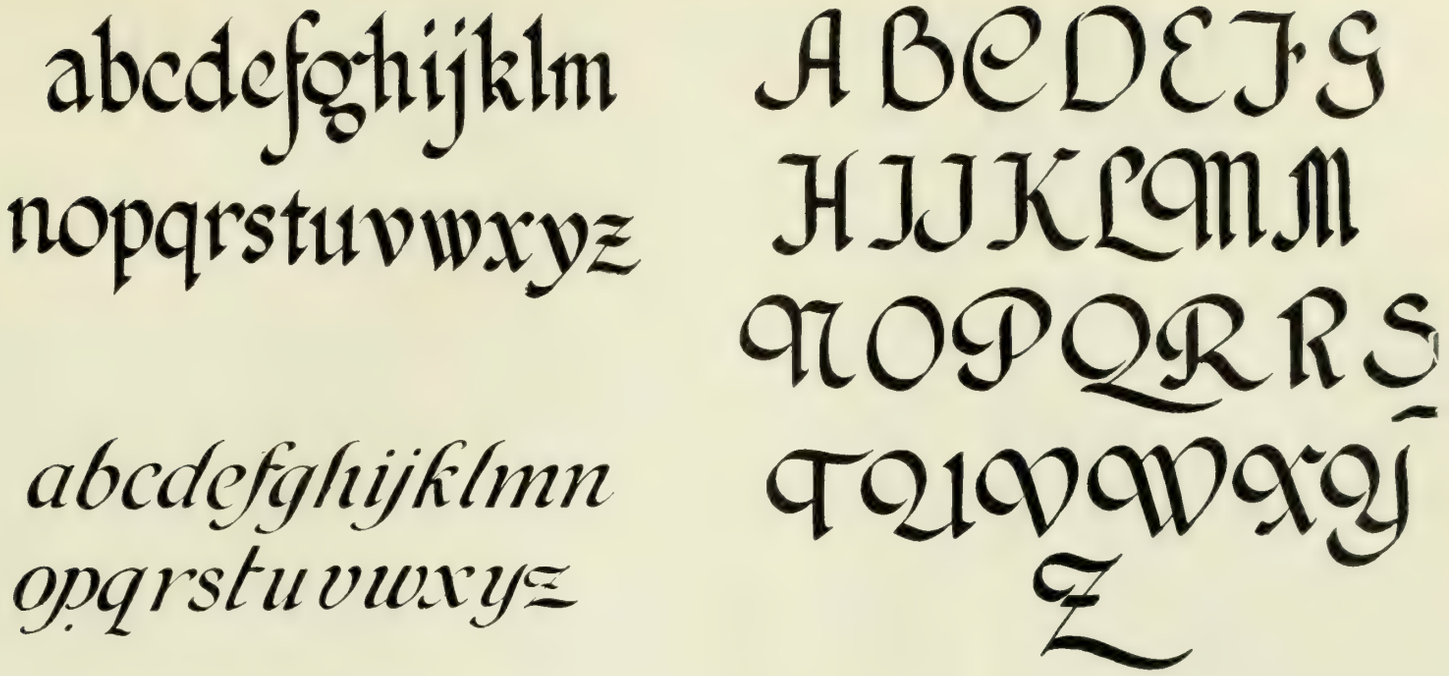
When charging the pen with color, it is a good plan to shake off the surplus so as to avoid "blotting" on the card when strokes overlap. This is a frequent cause of disaster and demands constant care and supervision.

Penwork on Large Showcards

Although pretty generally used on small cards, penwork is also adapted for the lettering of showcards in the larger sizes, namely, half and quarter sheets. The writer recalls a series of interesting half-sheet (14 x 22-inch) cards used in the windows of an exclusive men's and boys' clothing store in one of our Canadian cities. These showcards featured merchandising messages referring to the goods in the window, and were lettered exclusively with the pen. An initial letter on each card at the beginning of the first paragraph was the only display element observable. Wide borders, margins and thin line borders produced an effect that forcibly impressed the onlooker. The penwork on

POSITION I

POSITION II



those showcards was invariably done in black color on white cardboard.

The smaller store, however, might easily secure this refined, inviting style for its particular use, by specifying a smaller card, say the quarter-sheet (11 x 14-inch) size. This would be found obviously more appropriate. Lettered solely with the pen, the showcard, whether half or quartersheet, may be made to deliver the message in a quiet, unmistakable manner. Details to keep in mind, while doing cards of this description, are, wide margins, thin line borders and if desired, an initial letter or other dainty ornament. Above all, penwork must be clean-cut. It has to be, in order to gain clear, readable results. There's no reason why this kind of lettering should be stiff and labored. Upon overcoming the first beginnings, as it were, during which every practice sheet will be an advance on its predecessor in style, construction and technique, the student will quite naturally acquire the ability to do penwork that reflects the neatness and freedom of the expert.

Display Men's Club is Organized

Toronto Display Men Form Association —Entertained by Claude Forsyth of Kitchener

A Display Men's Club has been organized in the city of Toronto, similar to those that have been operating successfully in many cities of the United States for some years. It is to be known as the Toronto Display Men's Club and it will be conducted under the rules and regulations of the International Association, with such modifications that are deemed necessary. A good deal of the credit for the organization of the Toronto club is due to F. G. R. Lacey, the Canadian representative of the International Executive Committee.

It is the intention of the club to hold their meetings on the second Monday of each month and competent speakers will be secured for the occasions.

The officers of the new club are: Hon. President, E. P. Burns; President, F. G. R. Lacey; Vice-president, C. L. Brown; Secretary, G. E. Duffy; Treasurer, C. L. Morden; trustees, C. H. Bray, W. H. Mould, A. S. Hardy, N. L. Birrell

On Monday evening, November 20th, Claude Forsyth of Kitchener entertained the members of the club to a dinner at the King Edward. Over forty men have joined the club already.

Inaugural Meeting of Display Men

Claude Forsyth, of Kitchener, Entertains Toronto Display Men's Club to Complimentary Banquet at King Edward—Gives Instructive Address on Value of Display Work in Greater Distribution of Merchandise—Outlook for Spring Good

TORONTO'S newly-organized Display Men's Club got off to a good start in on the evening of the 20th of November when Claude Forsyth of Kitchener entertained the members of the Club and many other Display men who are likely to become members to a complimentary banquet given at the King Edward Hotel. Many expressions of appreciation of the hospitality of Mr. Forsyth were heard on every side, and it was felt that he had done a real service to the promotion of better display work in this city by bringing these men together and interesting them in an organization whose influence may, in the not far distant future, become Dominion wide. During the course of a very interesting address on window display work, the host of the evening, from his wide experience as a traveller from coast to coast, dwelt upon the necessity of a greater appreciation of the value of display work in merchandising, and expressed the wish that newly-formed Display Men's Club would be the nucleus of a wider organization embracing display men from one coast to the other.

Upwards of a hundred men sat down to the banquet. President Lacey occupied the chair and seated with him at the table were the other officers of the Club. Following the dinner, Mr. Forsyth gave an address on Window Display work.

In his opening remarks, the speaker expressed the hope that this organization would lead to the larger development of display work not only in Toronto but over all the country.

The problem of the retailer, he said, was the problem of greater distribution of merchandise and anything that contributed to the solution of that problem was an asset to his business. Window display was synonymous with advertising and the window display manager should be considered as much an advertising man as the advertising manager. He believed the display man would do well to make a careful study of advertising in all its phases. In the year 1920, he said, $1,284,000,000 had been spent in the United States in advertising and of this amount $20,000,000 had been spent in window display and interior display work. It was an important item, constituting about 5 per cent of the total amount spent on publicity.

A 97 Per Cent. Chance

Mr. Forsyth quoted the Dry Goods Economist as showing that 97 per cent. of all the sales made over the retail counter were the result of the effort of the retail internal organization and only 3 per cent. due to advertising. He believed it was well for the retailer to realize that he had 97 chances out of one hundred to influence the consumer. In a recent analysis that had been made as a result of a vote given by the retail trade in the United States on three phases of merchandising—window display, direct by mail advertising, and newspapers—it had been shown that 58 per cent. of those who voted favored window display, 30 per cent. direct by mail advertising and 12 per cent. newspapers. The speaker added that the window and the store front were, perhaps, the most valuable mediums of advertising.

Three Factors

Mr. Forsyth pointed out that there were three factors for the retailer to consider in securing this 97 per cent. opportunity to reach the consumer. These were location, salesmanship and the character of his merchandise. He gave the experience of a western retailer who, by the closest of observation, discovered that of the 90 per cent. of the people who passed his store only 25 per cent. of them were customers. By improving his store front and making better displays in the windows he found that he was adding 25 new customers per week. To bring the lesson of the

(Continued on next page)

Upwards of one hundred men sat down to the inaugural banquet of the Toronto Display Men's Club at the King Edward on Nov. 20th. Claude Forsyth of Kitchener was "Mine Host."

News Briefs From the Maritimes

Sandy Corbet is opening a new men's wear store on Union Street in St. John, adjacent to the Opera House. Mr. Corbet conducted a men's wear store on Union Street for six years, discontinuing last spring, at a location nearly opposite his new store. At that time Mr. Corbet sought election to the city commission of St. John but was defeated after offering an unexpectedly strong fight, in his first bid for civic political honors. He has been identified with the men's wear trade for many years. He was formerly manager of the Union Clothing Company, and of Fraser and Fraser store, both of St. John, and the singular phase is that he has operated for more than twenty years within a few hundred yards of his present store. Mr. Corbet's new store competes with M. J. H. Mulholland's store on Waterloo Street near the corner of Union Street, H. W. King's newly remodeled store on Union Street, J. Cullinan and Son's store vacated by Mr. Corbet in the Spring, Tarik's store on Union Steet, Wilcox Bros. store at the corner of Union and Charlotte Streets, Alex. Lesser's store on Union Street, S. Gilbert's store on Prince Edward Street, J. Cohen's new store on Union Street near the corner of Prince Edward Street, C. Bassen's store at the corner of Union and Sydney Streets, American Clothing House on Charlotte Street, D. Bassen's store on Charlotte Street, and Don Hunt's large store on Charlotte Street.

J. Cohen has opened a men's wear store on Union Street near Prince Edward Street in St. John. Mr. Cohen also conducts stores in Woodstock and Main Street in St. John's north end district. The new Union store was formerly occupied by Amdur and Company. The latter firm discontinued all but one store in St. John, when the head of the firm, I. Amdur, died recently of pneumonia in St. John. Amdur and Company are now operating a large store at the corner of Charlotte Street and the north side of King Square, where they are specializing on men's wear. The entire three floors of the building are being devoted to the business of the firm.

Men's wear dealers in New Brunswick are predicting a good winter and spring in view of the improvement in industrial conditions recorded in the past few months. In St. John, the Winter port season is expected to be of bigger volume for the season of 1922-1923 than for several seasons past. A successful Winter port season in St. John will react on the men's wear dealers of St. John and suburban communities. The overcoat business during October and November in New Brunswick and in Nova Scotia and Prince Edward Island as well is reported as better than for the same period last year. There was also a bigger turnover in hats and caps for 1922 Fall than for the Fall of 1921.

Three new men's wear stores have been opened recently on Union Street in St. John, all within a stone's toss of each other. They are Phil's Men's Shop owned by P. Ruben's, J. Cohen's store, and Sandy Corbet's store, which is the latest to appear on the scene. In addition, H. W. King has recently reopened his men's wear store in the same section. The King store was damaged by fire in the early Summer, and the building has been remodeled. A new front has been installed which adds greatly to the appearance of the King store. New show windows have been installed, with panels of wood as a background. The lights are in candle holder effect.

INAUGURAL MEETING

(Continued from previous page)

value of display nearer home, Mr. Forsyth said that he had had one of his city men, Mr. Partridge, stand at the corner of Temperance and Yonge streets during three different half-hours on three different days. The average number of people who passed a given window was 2,200. Estimating that the window worked 16 hours per day this meant that 70,000 people passed that window in a day, but not to over-estimate the figure he would place it at 50,000. In figuring out the yearly cost of rental and maintenance of a 21-foot property on Yonge street, the speaker placed it at $24,000. A fixed expenditure of $24,000 a year with a daily clientele of 50,000 people gave some indication of the tremendous value of window display work and what it should do to help in the wider distribution of merchandise.

Value of Lighting

Mr. Forsyth again cited the case of a New York retailer who increased his sales by installing a better lighting system. The first lighting that had been installed cost him $70.00 at which time his revenue was $16,000. He then installed a better system which increased the cost to $160.00, with the result that his revenue from the window went up to $20,000; and by a still further improvement, bringing the total cost to $400 his revenue had increased to $23,000. This meant that by an expenditure of an extra $330 he had increased his revenue by $7,000—surely a good investment.

Spoiling Good Will

In referring to many of the sales windows that had been used during the last few years, the speaker contended that many retailers, by their methods, were destroying the good will of the store. He had found this out by talking with many consumers. For instance, a retailer would have a sale. In his windows he would put well-known branded lines of merchandise. When the customer came in to purchase as a result of seeing these well-known lines in the window, he would be shown a variety of promiscuous merchandise from which he might make a selection, but the selection, in many instances, was not of the branded lines shown in the window. If it did not give satisfaction, the customer remembered the circumstances under which the purchase had been made and this "dissatisfaction" would result in avoiding this store in future. It was in this way, the retailer fostered ill-will against his own store.

Encourage Better Dressed Men

Mr. Forsyth believed that every retailer should encourage men to be better dressed. He held that men were not as well dressed as they were five years ago. Many of them would not hesitate to spend several hundreds of dollars during the year on their automobiles and keeping them in order but they would register an objection to paying $55 for a suit of clothes when they thought it should be only $45. They believed that, so long as they had a nice car, it did not make any difference how they looked. Clothes still made the man, made his appearance, and retailers should throw all their energy into encouraging men to be better dressed than they were.

The Outlook

Casting his eye toward the Spring, the speaker expressed the opinion that we would see much better times then. In the United States there had been more improvement during the last four months than there had been in any similar time since the depression. The Labor Bureau of the U. S. showed in May that employment was slightly over normal. The demand for freight cars in the U. S. was such that on September 15th there was not an available car to be had and he believed that by December there would be a marked shortage of cars. The normal price of cotton was 13 cents; this was the price in October 1921. The present price was 25½ cents. The revival in trade across the line, like the depression, was likely to follow in six months time. "Business men in the United States," said the speaker, "look forward to the best busines they have had in the history of their country during the coming Spring and I believe there will be a gradual revival of business in all lines by Spring."

Following Mr Forsyth's address, Mr. Hollinsworth, who is considered the father of window display in Toronto, gave a talk on the organization work and its value to the display man.

Solid Effects Shown for Spring

Blues in Plain Color or With Small Covering Pattern Are in Strong Demand—Tans and Greys Are Holding Their Own—English Broadcloths in a Variety of New Shades and Effects—Ranges Interesting and Attractive

SPRING shirtings for 1923 are showing a decided tendency in favor of solid effects, as evidenced from study of the pattern range sent out last month by one of the largest Canadian manufacturers. During an interview with a representative of this firm, a staff member of Men's Wear Review was shown an interesting range of samples, representing English, domestic and American fabrics, all of which will be prominent in next season's high-grade shirts. The preference in solid colors will be for blues in a medium tone which have enjoyed a widespread vogue across the border for some time past. Canadian retailers, it is believed, are now expressing considerable confidence in this new style and are placing orders freely for styles which have a collar to match. The all-blue shirt in either plain or covered grounds will, therefore, be a leader in the best stores before very long. Tans and greys also promise to hold their own, if not to become more in demand as Spring draws nearer. In this regard, however, the choice of shade in gray tones requires some study as it has been found somewhat trying and lacking in sufficient contrast. To rectify this matter of taste in shades this manufacturer has brought out quite a selection in both pale and deep tones which are particularly smart in highly-mercerized pongee fabrics which are expected to be a leading choice next Summer. These shirts will be priced about $22.50 a dozen. The all-white shirt will have a secondary position, speaking from a style point of view, although the demand for fine white Oxfords is exceedingly good. Taken on the whole, the demand for solid effects and plain colors will be noticed most strongly in the cities, while the smaller towns and country districts will continue to show preference for staples as in the past.

English broadcloths, which are woven out of the finest-combed Egyptian yarns and English taffetas, are shown in a variety of smart new shades and effects. Owing to the fact that this manufacturer guarantees these fabrics in every particular, they are gradually becoming recognized as the best for all-round wear by many classes of wearers who formerly regarded these materials as beyond their means.

"Bengal Dimity" New Spring Fabric

To satisfy the demand for a really good shirt to retail at $3 this firm is bringing out a new fabric which comes in very neat stripes and plain shades showing a faint cord weave. In another range of the same material a tiny figure with stripe is featured priced at $22.50 a dozen, wholesale.

Coming to the more fancy weaves in Spring shirtings, considerable interest is being shown by retailers in what is termed "satinara madras", which comes in a wide range of colors combining woven white cords with colored stripes. English woven madras shirtings are also new and show an effective silk stripe.

An American Jacquard broadcloth with a colored stripe combined with a tiny white figure is particularly good in the new range as well, while for those who demand a fancy English broadcloth there is an unlimited range of patterns showing woven stripes in such colors as helio or tan on white.

New Artificial Silk Proves Success

Visca silk is probably the newest of the shirting novelties for Spring and comes in both solid and stripe effects combining all the newest shades. This is an English artificial silk material which is guaranteed not to lose its sheen or to fade with laundering and it thus is particularly well adapted to making up pyjamas, a range of which are also being shown by travelers at present in anticipation of Spring requirements.

In lower-priced ranges there is a very smart English percale showing a tiny check in allover effect upon solid color grounds such as blue, lavender, tan, etc. These are admirably adapted for developing the shirt with collar to match, which always looks best when made up in stipple or plain grounds in staple or fancy stripes. Practically all the collar-to-match styles are developed in this type of fabric.

Buttoned-Down Collars In Demand

With regard to the trend of styles in shirts for Spring, this shirt house predicts the return of pleated bosom models, the pleats averaging half an inch in width. This is, of course, attributable to the demand for solid colors which require some kind of relief from absolute plainness. The button-down collar effect is also coming back for next Summer's negligee wear and, despite all rumors to the contrary, will be numbered among the best sellers in most shirt departments.

Prices on most varieties of shirts for next Spring are slightly higher than was the case last year, the very lowest price obtaining being $13.50 a dozen, while the highest figure on silk shirts is quoted at $78 a dozen. In between these figures there is a good range of silk shirts offered, ranging between $24 to $45 a dozen, which represent the best qualities on the market today.

Taken altogether the new season's showing represents decidedly neater and quieter patterns than have been noticed in some few years past, and the effort to improve quality and comfort in the wear by reason of double cuffs and other practical features is further evidence of the effort being made by Canadian manufacturers to produce the best merchandise possible.

NO PRICE DROP IN NEXT DECADE

The Harvard Committee on economic research has just issued a statement in which they give it as their opinion that there will be no drop in prices to the pre-war level in the next ten years. In part, their statement reads—

"Business is affected by price movements more than by any other single factor. The probable movement of commodity prices during the next ten years is, therefore, of especial importance at a time when the revival of business activity is clearly disclosed.

"The plausible inference that prices must return to a pre-war normal has frequently been drawn from the fact that prices have reverted to their former levels after previous periods of currency deflation in the early and middle nineteenth century. The Harvard Committee, however, cannot accept this conclusion. It cannot find that the governing conditions which brought about lower levels in the past, exist to-day."

The statement then goes on to review the gold situation, international indebtedness, America's position in financial affairs and concludes—

"If we are prepared to accept, as apparently we must, the present price level as substantially that around which the fluctuations of the business cycle must play during the coming decade we can contribute powerfully to financial stability throughout the world. And finally, if we adhere consistently to this view we can make it clear that little indulgence can be expected by debtors who adopt policies calculated to increase inordinately the burden of debt inherited from the great war."

Color Big Factor in New York Market

Solid Blue Shirt is Forging Ahead and Will be Feature of Christmas Buying—Bright Colored Neckwear Being Shown—Gray Hat Seems Still Supreme in New York—New Styles of Shoes Being Seen

COLOR is proving to be the chief factor in promoting the sales of three important furnishing lines in New York this month, according to a contemporary publication, which points out that in shirts, neckwear and hats the question of smart colorings exercises considerable influence upon the demand for present and Spring buying.

The solid color shirt is coming strongly to the fore, according to leading American manufacturers, more particularly in madras and broadcloths in the collar-attached and neckband styles. The solid blue shirt is forging ahead as a style leader to such an extent that several leading retailers anticipate their Christmas business will centre round this style.

Plain Colors Continue In Shirts

Anticipating Spring requirements in shirtings, a manufacturer announces that a strong demand is looked for in all fabrics in such new shades as steel blue, peach, marigold, pink and a new shade of mauve. This maker believes that silk broadcloths will predominate for the coming Spring season in American markets and not only will the all-solid color be shown but satin and colored stripes, figures and jacquards will be played up in this material.

This widespread vogue for the solid color or even all-white shirts has had not a little bearing upon the trend of colorings in winter neckwear in New York stores. With such shirts a bright-colored scarf is considered most effective and, in consequence, the shop windows are reflecting bright-colored neckwear in light fabric effects. The bow tie is likewise exceptionally popular, due, it is thought, to the fact that more collar-attached and soft collar shirts were sold this Summer and Fall than at any period since their introduction. New York shops are featuring the dollar neck scarf in many novel effects both in cut silks and knitted effects, the demand for each kind being about equal. However, the trend of demand is thought to be in the direction of cut silks as the Christmas selling season approaches and a tendency to wider widths is also noted.

In this connection, however, the recent window displays noted along Broadway do not confirm the belief that cut silks will replace knitted ties. Such well-known haberdashers as the John David and Weber & Heilbroner stores have been giving over entire windows to exploit the knitted scarves. The outstanding features in Fall neckwear patterns, colors and fabrics that manufacturers are offering to the trade and which the New York retailers report to be selling freely are the hand crocheted silks, bias stripe grenadines, close knit silks in solid colors and cross stripes in knitted style. In cut silks the striped effects are still considered the best sellers while some bias stripes, printed warps and a mixture of silk and wool in subdued shades are wanted as well in cut silks.

Quality Neckwear Wanted

A writer in "Men's Wear" of Chicago comments on the neckwear controversy in a practical way. It is impossible, he maintains, to say with accuracy that cut silk neckwear is better and more universally worn than knitted neckwear. The fact of the matter is that "those in each field who are doing business today are those who are constantly striving to develop ideas and to elevate their industry. The consumer is the one who will say which is to win and he is saying that quality and ideas are wanted in each branch."

In offering a solution to the problem of which is in the ascendency, knitted or cut silk neckwear, the same writer points out that the "cut silk scarf business was damaged far more by its own loss of standard than it was by the activity of the knitted people and instead of blaming and attacking the knitted industry for the damage done to the cut silk business, the future can be best worked out by developing its own field."

In the meantime the writer concludes: "There is strong evidence that all neckwear business is going to the makers of the better grades of scarfs."

Gray Hats In Majority

The popularity of the gray hat is in no wise diminished in New York where the opinion is expressed that next Spring will witness a continuance of this vogue. What is popularly termed the "green" hat, but which is in reality a gray-green tint, is steadily becoming more in demand with well-dressed New Yorkers and this color is said to promise unusual strength for the Spring of 1923. The brown felt hat, which has enjoyed an extraordinarily long vogue in American cities, is regarded with some hesitation by New York hatters, grays and greens being considered as the "better bets." Scratch felts in a new shade of gray material are new arrivals in the windows of smart hat shops.

The lightweight felt hat was taken up by a large number of New Yorkers last summer with a consequent effect upon the regular straw hat business done during the latter part of the season, and this problem is already causing some worry to straw hat manufacturers in the United States. Owing to the fact that straw braids have increased in price lately, which may mean that it will be impossible to obtain desirable straws to sell at a price, many makers anticipate a repetition of this felt hat demand again next year. It will all hinge on the question of the price of the straw hat. In any case, novelty straws are the only thing wanted, and fancy braids in corded and rough effects "have the floor."

Among other current fashions recorded in New York is the fact that the brogue style of footwear is going out, to be replaced by plain-toed shoes in calf, Scotch grained leathers, etc., which lend themselves to an unbroken surface. The newest walking boots for men are now made with a "weather strip" inserted at the join of the upper and sole, which is guaranteed absolutely weather proof.

Short, wide mufflers of soft silk and wool mixtures in smart stripe effects are being shown in the best shops for either street or sport wear. These new mufflers must be worn wound tightly around the throat to look their best.

All the newest sport coats for men are made without pleats or belts at the back but have darts let in across the back at the waistline to get the desired fit.

A DOZEN WAYS

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ons if desired—all to be used on the same white boxes.

12 Christmas Atmosphere is Essential in Store: In order to assemble all goods especially appropriate as Christmas gifts without the trouble of erecting a special booth or other display feature, an English store last year used its main centre aisle for this purpose and called it "Christmas Avenue." All down both sides gift merchandise was displayed collected from the various sections of the store, mostly boxed when size permitted and priced with holly tags. Small spruce trees in pots were set at intervals down the aisles to accentuate the atmosphere still further. This plan does much to facilitate Christmas shopping and assists the average man or woman greatly in selecting the most acceptable gift.

Window Displays in Montreal Stores

Display Men Remember to Honor Those Who Fell in the Great War—Many Displays of Evening Wear Were Featured—Novel Display Using Smoking Room as Setting—Overcoats Shown in Profusion

MEN'S WEAR of the finer qualities, in which novelties were notably conspicuous, has received more than usual attention during the past month at the hands of Montreal display men. It has been a season of more than the customary number of formal social festivities, of course, and what with society weddings, balls, public dinners and a protracted season of operatic and other theatrical performances, the average man about town has had to brush up his evening attire no less than those accessories which complete the formal day dress.

November is notable for another reason insofar as window displays are concerned and it is well to note in passing that there were few stores which did not pay tribute to the memory of those who fell during the war and to whom the Dominion paid homage on the eleventh of November. Even though it was but a wreath of poppies, the significance of the date was not overlooked by the majority of men's wear retailers. The outstanding window along St. Catherine Street was perhaps that of Goodwin's Limited which devoted one of their large front display windows to a very striking picture.

A Striking Picture

A simple grave, marked by an unnamed cross centred the window, and all about the small mound were piles of fallen leaves while gravel was strewn about as though to represent a country side devoid of greenness. Poppies were here and there, however, wherever a bit of turf was left, and above, placed so as to form a background, was a pastel painting representing the figure of Victory standing with sheathed sword in hand surrounded by the flags of the allies. At night this striking picture was lit by a dim greenish light while the background seemed dazzlingly bright in contrast.

Evening dress formed the subject of another of Goodwin's displays, one of their large corner windows being effectively arranged with all the necessary items required for both tuxedo and full dress suits. A dull maroon rug and hangings with touches of old gold were the only colors introduced, while an oblong antique oak table flanked on either side by two Chesterfield chairs and a small pedestal in the foreground were the only additional fixtures. Two wax figures were used, one placed at either corner of the window, displaying correct tuxedo and full dress suits. A coat form on the table showed another style of full dress while another on the floor illustrated a second variety of tuxedo. Over the chairs were thrown the outdoor accessories of evening dress—silk hat, white silk muffler, gloves, cane and navy blue overcoat. Here and there additional accessories were placed filling the open spaces between the figures and the table, etc. No price tickets were featured.

Scotch Rugs With Headwear

The Henry Morgan & Company store held a sale of high grade headwear for men this month, when an entire window was filled with models of all varieties on sale during the event. Colorful Scotch rugs in vivid plaids were used as backgrounds and upon the floor, and luggage and walking sticks were also pressed into service to vary the display and give height to the different units. The hats were uniformly priced at $5.50.

Shirts and Ties Well Displayed

Shirts and ties were given prominence in a clever manner by the men's shops of Goodwin's Limited as well this month. A window was divided into thirds by means of velvet covered forms, and in each section were shown a number of shirts carefully fitted with neckwear to harmonize shown on suitable stands. In the first group were shown ties and shirts priced at $2.50 each, in the second, the same articles at $3.50, while in the third shirts and ties cost only $1.50. Thus the same price ticket stood for both lines of merchandise, the goods could be carefully compared as to quality, and suggestions as to artistic combinations of the two furnishings were easily made.

Hints for Smokers

Still another Montreal window which attracted attention recently was arranged as a smoking room equipped with red leather upholstered armchairs and a rather oriental looking table in the centre with an eastern rug laid upon the floor. Disposed about the window were various types of smoking jackets and lounging robes, developed in rich paisley silks or black velvet, while slippers were shown close at hand as though to complete the picture of masculine comfort. Very handsome polished wood humidors for cigars, etc., were disposed about the window as well with an occasional brass ash tray-stand at the right of the armchairs. This window held a strong Christmas gift suggestion atmosphere but no hint of this was given through a show card or other means. The character of the merchandise and the accessories were adequate to produce the desired result.

In the majority of men's wear windows overcoats have held the centre of the stage, together with the new shaggy finish rough hats which are the rage at present. Mufflers which resemble closely the type of knitted tie worn so widely last summer, are likewise featured in one or two store windows, and last but not least spats, which are being taken up this Fall by more than the customary number of Montrealers, whether from motives of economy or the desire for added smartness.

FORMAL OPENING OF WORKMAN STORE

(Continued from page 22)

perature in winter to do away with frosted-over glass. It is also possible to maintain a cold temperature in these windows in summer, so that wax display figures will not be injured by the sun's rays. Although the store is located on an inclined slope the windows have been designed that all may be the same level. The backgrounds are cream enamel and the floors are of plain polished hardwood.

Boys' Department is Well Equipped

At the right hand end of the main floor is located the staircase leading to the boys' department on the floor above, adjacent to which is the office and cashier's desk. At the head of the stairway is located the resident tailor's shop in which all alterations required in clothing purchases are attended to free of charge. A large fitting room equipped with mirrors, etc., is also found on this floor which is splendidly lighted with the same high glass windows as are employed on the floor below. In the case of the upper windows a permanent display of boys' clothing and furnishings is to be kept on view, as these windows can be easily seen from the street below, and sliding doors will permit easy facilities for dressing displays. To add to the life-like effect, a number of very fine wax figures representing boys from the ages of 6 to 12 years are posed in the windows. This department will cater to the needs of boys from 2½ years up to "first longs."

The G. Hawley Walker Store, Yonge Street, Toronto, had their formal reopening on November 18.

"Can You Afford to Stay Away?"

Retailers All Over the Province Urged to Set Aside Convention Dates in February and Come to Toronto—President Fred Voiland and Secretary Charles Wry of the U.S. Organization to be Here

By R. F. FITZPATRICK, President of Ontario Retail Clothiers' Association

"MEMBERSHIP in the clothing section of the Ontario Retail Merchants Association is not an expense; it is an investment. The records of what has been accomplished by the Association since its organization a few years ago will show this beyond a doubt.

"But it can be made a much more profitable investment if the clothing and furnishing men of this province will take a greater interest in the outstanding function of the Association's activities during the year—its annual convention in February. It is at this convention that the work of the past year is brought into review and the work of the coming year is discussed and plans laid for that work. Attendance at our convention has not been what it should have been in years past. Either indifference or some unavoidable circumstance has kept merchants away from a convention that is profitable to every aggressive merchandiser in this province. If the convention served no other purpose than that of getting merchants together to discuss their business and their methods of doing business it would be worth while, for there is no training school in business like the training school of experience whose curriculum is the combined experiences of men who have faced retail problems day in and day out for many years.

R. F. FITZPATRICK

Interest is Growing

"I am very glad to say that interest in the work of the Association is growing week by week all over this province. The zoning system through which members of the Executive are reaching out into every section of the province is proving a boon to the Association. Your Executive, in coming into personal contact with men of the trade, is finding that it only requires some specific information on the work that has been done during the last few years to demonstrate that the Association has been and can continue to be of great benefit to every retailer, and that men will take a keen interest in it. No better prospective of the Association's efforts in your behalf can be had than by attendance at this convention in February.

An Important Departure

"Your executive during the last few months has taken an important departure. By co-operation with the Ontario designers we have secured their consent to submit models for the Fall and Winter of 1923 for our inspection at our January executive meeting. After suggested alterations following this meeting, these models will be shown at the February convention as approved by the executive. They will be shown by clothing manufacturers as such and the opinion has been expressed that this will go a long way toward avoiding costly alterations that have to be made during the seasons. At the convention, we will have a designer of international reputation who will give a practical talk and demonstration of alteration work and will throw a good deal of light on a subject that has always been a problem with the retail man.

Voiland and Wry

"Having with us Fred Voiland, president of the United States Association, and Charles Wry, the secretary, is a great privilege. In a recent communication from Mr. Wry, I was told they had an important proposition to lay before us. An international Association has been talked of for some time and this may be the forerunner of this linking up with the powerful organization on the other side of the international boundary.

"It is not a question of whether you can afford to come; it is a question of whether you can afford to stay away. Keep these dates before you and let nothing stand in the way of your coming to Toronto during the convention week."

Are Doubling Their Capacity

Wolthausen Hat Coropration, Ltd., of Brockville, Find Step Necessary

In order to take care of their increasing business in both the domestic and the foreign fields, the Wolthausen Hat Corporation, Limited, of Brockville, have taken over the lease of the Briscoe Motor Company, Limited, plant of that city. The Briscoe premises now become a part of the Wolthausen plant, which will have the immediate effect of doubling their capacity.

For the past two years, the Wolthausen Corporation have been operating under difficulties on account of their cramped space; consequently this step has been found necessary. Their foreign business is also developing rapidly and they have been obliged to refuse business from Australia, New Zealand, China, South American and other foreign countries on this account. This acquisition not only increases their floor space but brings their employees up to the number of 120. The three buildings added to the present plant are: Two storey buildings 50 x 150 feet, and the third, 148 x 46 feet. In 1908 a similar step was taken when the premises were enlarged and the capacity doubled; while a year later a change of policy was made by going direct to the retail trade rather than entirely to the wholesale trade.

The officers of the company are F. Wolthausen, president; F. D. Wolthausen, vice-president; S. C. Horton, secretary-treasurer. All have been associated with the hat business for many years. The president was in business a number of years in the United States prior to 1903 when his factory in South Norwalk, Conn., burned down and he took over the Union Hat Company of Brockville.

P. A. Belliveau, men's wear dealer of Main Street, Moncton, is the manager of the Moncton harness racing track. Mr. Belliveau is greatly interested in trotting and pacing and has owned several fast horses which he has campaigned in the Maritime provinces.

Armstrong's Men's Shop, Charlotte Street, St. John, has expanded. A store formerly utilized as a grocery shop a joining the Armstrong store to the north has been taken over. There is an excellent opeprtunity for window display that will be effective in the new store. Business has increased considerably at Armstrong's Men's Shop since the adding of the new store to the Armstrong quarters. This firm has been specializing in hats in the extension, and although not in the heart of the retail section has achieved much success.

Gives Knockout to Price Bogey

Here is the Story of a Man and Woman Who Came to Buy an Overcoat Armed With Competition, Nursing a Prejudice, Harboring a Wrong Impression—It Tells How a Real Salesman Overcame Them All and Made Two Friends

SNATCHING victory from apparent defeat is the common experience of many a salesman. There is a psychological moment in the negotiations between the salesman and the customer when the clinch is put upon the whole transaction—or it is lost. A salesman who really wants to make a success of his life's work analyses every step of the transaction, looking for this ONE moment when the steady marshalling of all his arguments and talk has yielded results and the sale can be said to have been made. Experience is the greatest factor in the success of the salesman. Men who have become successful salesmen look back upon their experience as a long day in which they went to school and studied very hard to grasp those essential points of the art of selling which marked the highroad to success.

A Real Story

Not long ago a man and woman dropped into a Yonge street store in Toronto to "look" at some overcoats. The proprietor of the store waited on them. In this case there was no doubting the place of the woman in the sale. She was the deciding voice and, like most women, was a "shopper."

"I could have lost my temper two or three times," said the proprietor to the writer, "but I made up my mind to keep cool and it certainly was the best thing to do.

"I showed them several overcoats; finally there was one that seemed to interest them particularly."

"How much is that coat," asked the deciding voice.

"Forty-five dollars," was the reply.

"Oh, your prices are too high. We were just down the street and saw a beautiful coat for $32. The only thing wrong with it was the size, it was a 42."

"Well, that is perhaps the reason such a good coat was marked down to $32. I don't say the coat wasn't a good one, but if the coat didn't fit it wasn't even worth the $32. There are lots of merchants who would be glad to get $32 for an off-size coat rather than carry it over a season."

Overcoming The Prejudice

This customer had a prejudice; she couldn't forget that $32 coat. The proprietor finally selected a coat which seemed to interest the man and the woman. He deliberately chose a coat that was one size too large because he wanted to drive home the "style" and "fit" argument. The psychological moment was drawing near. A look of pleasure came over the face of the man as he tried the coat on, felt its warmth and realized that it was a good fit.

"Do you like that coat?" said the man to his wife.

"Yes," she said—and turning to the proprietor: "How much is that overcoat?"

"Forty-five dollars," he answered.

"But your prices here are too high. I know the coat is a good coat and it seems to fit him well but I can get a good overcoat down the street cheaper than this."

The Fit Of It

"Yes, that may be so," said the proprietor, "but what good is an overcoat that doesn't fit properly, feel nice on you and give you every satisfaction?"

And then he started to tell how the coat was made, the character of the fabric, the workmanship employed in manufacturing the garment, the style that stood out in every line of it. And he picked out the one size smaller that fitted him like a glove.

"Well," said the husband, "if you like that coat and I do, why not buy it here?"

"Yes, well, where would you like it sent?" spoke up the proprietor. The psychological moment had come and he clinched the sale. He promised speedy attention to one or two little alterations that were to be made, took the $45 and the sale was made.

Making Friends

Then followed a pleasant little chat with the customers. They unbosomed themselves, told how they had worked during the last four or five years to pay for their home and were saving up for a two-months' trip to the Motherland next summer.

"I will want two new suits of clothes before I go," said the man.

"Come in and see us before you go," was the proprietor's quick rejoinder; and the promise to do so was as quickly made.

The proprietor had not only made the sale but he made friends, and stored up future profits for the business.

Victory From Defeat

That is the way the proprietor spoke of the sale—snatching victory out of defeat. These two people came into his store armed with competition, nursing a prejudice, harboring an impression. Three formidable obstacles to be overcome—competition, prejudice, impression. There was the "price" bogey brought from another store. The proprietor knew what all wise salesmen know: that a price customer is anybody's customer; the way to overcome it was by a style talk, boosting quality and workmanship—without running down the other fellow's merchandise. Armed with this argument, the man and woman came into his store with a prejudice against it and with an impression that grew for a few minutes that prices were too high. By keeping his temper, the proprietor gradually met the competition bogey, overcame the prejudice, dispelled the impression and made friends.

It is a good story with a good moral.

How much does it cost to lose a customer?

Have you ever figured it out? Sat down with pencil and paper and traced the widening circle of loss-possibilities in one lost sale? It is better to lose a sale than to make a customer buy something that he does not want; but amateurish salesmanship, indifference, discourtesy, ignorance—these are contributory causes to the loss of a sale that are hard to figure out. There is the sale itself—the immediate sale. The chance that the customer will ever come back is a dwindling one. If the prospect has not been suited the possibility is that mention will be made of it sometime in a circle of friends and a black mark is registered immediately against that store. And so the circle widens.

But look at the other side of it as shown in this story told Men's Wear Review by a real salesman. The overcoat was sold. Satisfaction was given. Two more suits are in prospect. And there is not the slightest doubt in the world but that their friends will hear all about it.

M. David has opened a store in New Glasgow, N. S., on the former Bank of Nova Scotia stand.

"The Don" have opened a store at 890 King Street East, Hamilton, Ontario, with a full line of men's clothing and furnishings. R. Quikell is the manager.

Burch and Conacher, of Toronto, are selling out their stock of clothing and furnishings. They are giving up business.

The Franklin Fire Insurance Company have evolved a policy covering the loss of overcoats by burglary, theft, larceny or robbery.

Drawing Contest and Santa Claus Post Office Box are Featured in Christmas Selling Plans

C. H. Smith Company, Limited, Have Found Them to Be Big Contributors to Their Christmas Profits—Theatre Parties Given at Which Santa Claus Makes Personal Visit—Many Charities Are Helped Through Post Office

CHRISTMAS is the children's season.

That is the foundation of the plans for Christmas buying which are formulated by the C. H. Smith Company, of Windsor. Their greatest efforts centre round the children of the border cities, but they do not overlook any possible service to the adult population at this important season of the year.

Drawing Contest

There are three or four features of interest to children in the Christmas plans of this firm. The first one is the drawing contest. There are six classifications in this contest—children under six years, under eight years, ten years, twelve years, fourteen years and sixteen years. There is a first and second prize for each classification—a five and a three dollar prize. To get the contest started forms are sent out to their mailing list of children or may be obtained by application at the store. These forms are sent out on a paper that is suitable for drawing and the contestants are requested to make their drawings on the reverse side of the form. The form is called the Santa Claus Drawing Contest, and space is reserved for the applicant's name, address, school and age. Announcements of great interest to children are made on this same form. For instance, a reference to the opening of toyland is made, and mention is also made of a theatre entertainment to be given by this firm to its friends at which Santa Claus will appear in person. Care is taken not to run this drawing contest too far into the month of December and it is closed on the 7th of that month so that the early rush of children to the store may be over with when the inevitable rush just before Christmas comes. To keep up interest in the contest some of the drawings are reproduced in the daily papers of that city. The list of names secured is used for the activities of the store throughout the year which are of interest to children or for the next Christmas plans, for other similar occasions.

Theatre Parties

The C. H. Smith Company rent one of the local theatres for three days to give parties to their friends. Free tickets are given but they must be secured by the parents or guardians of the children at the Exchange Desk of the store. This insures a visit of the parents to the store when they see many of the Christmas lines of merchandise on display. Santa Claus makes a personal appearance at these theatre parties and a parade is formed in which many hundreds of children are enthusiastic to join. The first interest in the forthcoming visit of Santa Claus is created by a telegram which appears in the daily advertisement of the firm from Santa Claus from some very distant point in which the children are informed that he is on his way to the Santa Claus headquarters—the C. H. Smith Company, Limited—to display the toys he has made during the year for the children of the border cities. This first telegram is followed by others, indicating the nearer approach of the old saint. By and by a parade is outlined and the route to be traversed is shown in the paper. It is needless to say that the route is lined with many thousands of children who are thus brought face to face with all the merchandise that is of interest to children at this time of the year.

A Santa Claus Box

For four years the C. H. Smith company have had a Santa Claus mail box. This is essentially for the children, though it may be used for others as well. These boxes—as near like the regular ones as it is possible to get—are placed at the main entrance of the stores. Announcement is made through their daily advertising that this mail box may be used by all the children to write Santa Claus telling him what they want for Christmas. It is also made plain that an answer will be sent by Santa Claus to every letter received. Very particular care is taken that this is done and a form letter in which receipt of the letter is acknowledged, its contents noted and a promise that the very best will be done to satisfy the numerous requests sent out. To enliven the interest in this feature three or four of the letters are reprinted in the daily advertising without the full names of the children being used; only the first name is used in each case.

Helps Desirable Charity

This Santa Claus post box has proved to be a valuable aid to the firm in dispensing its usual Christmas charity amongst the needy of the border cities and to the regular charitable organizations of the city. There are many letters coming in from sources where it is known the requests cannot be met by the parents of the children. The firm itself takes care of many of these, and organizations which seek to give Christmas cheer ask the firm to hand over as many of such letters as they can to them. In this way, cheer is brought to many a home that otherwise might be overlooked.

Samuel D. Crothers, who died in September last, after an illness of eleven months, had been in the dry goods business in Wallaceburg, Ont. for 27 years. He was 57 years of age. All of the stores of Wallaceburg were closed during the funeral as a mark of respect toward this well-known merchant.

Gene Sarzen (left) and S. Ray Hickok (right) are here shown on the Oak Hill Golf Course at Rochester wearing the suitable sports togs for the occasion. Gene Sarzen is the open golf champion of the United States.

TORONTO AGAIN CONVENTION CITY

At a meeting of the executive of the Clothing Branch of the Ontario Retail Merchants' Association held at Niagara Falls on October 26th it was decided that Toronto should again be the convention city. The time is not definitely set but it will be in February. The program is being proceeded with as rapidly as possible and the executive aims at having a completed program in the hands of every dealer a full month before the convention date.

Whether or not the convention is to be held at the same time as another proposed textile products exhibition is still uncertain. Opinion is divided as to the wisdom of holding them in conjunction but no definite action has yet been taken.

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Artist Supply Co., Ltd.
Room 50, 77 York St., Toronto
Complete Show Card Material Dealers
Write for Price List

FOR SALE

TAYLOR SAFES FOR SALE RARE opportunity to secure a safe at small cost. They are in splendid condition. **Inside** dimensions and prices are as follows: 15" deep, 2 ft. 6" wide, 3 ft. 11½" high, fitted with built-in compartment. Price $250.00. 18" deep, 2 ft. 8" wide, 4 ft. 5" high, fitted with steel compartment. Price $299.00. Apply Box No. 20, Men's Wear Review, 153 University Ave., Toronto.

THE MANUFACTURERS OF "MONITO" Socks, sold direct to retail trade, require representatives for the Province of Ontario; Provinces of Saskatchewan and Manitoba; Provinces of Alberta and British Columbia. Only those having close contact with men's wear dealers need apply. Prefer men who are selling kindred high grade lines. Commission basis only. Address Moorhead Knitting Co., Inc., Harrisburg, Penna.

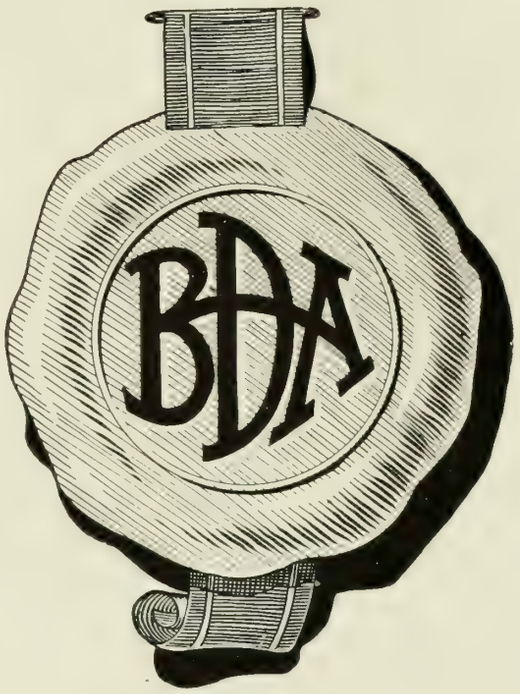
SHOWCARDS, PRICE TICKETS, ETC., Christmas samples, 25c. M. Moorby, Newmarket, Ontario.

We have a complete Belknap Addressing Equipment for sale. This equipment is still in use in our Subscription Department and is in excellent working order. We have placed an attractive price on this outfit, and would advise manufacturers or merchants having a mailing list to let us tell you how it will save you money. We will give a guarantee as to the proper working condition of this equipment.

THE MACLEAN PUBLISHING CO., LTD.,
143 University Ave., Toronto, Ontario.

PERFECT Turnbull's FITTING
"CEETEE" THE ONLY FULL FASHIONED MADE-IN-CANADA UNDERWEAR
Turnbull's BEST INSURANCE FOR HIGH CLASS TRADE
GUARANTEED UNSHRINKABLE CEETEE PURE WOOL
MADE BY TURNBULL'S OF GALT

The Hall-mark of Excellence in the Textile World — and a guarantee of the utmost in Dyeing and Finishing.



This Trademark is important to the manufacturers of clothing as well as to merchant tailors. It means good linings.

Save Money on Linings

B.D.A. finishes enable the Clothing Manufacturer and the Merchant Tailor to use COTTON LININGS instead of Silk, and give the same appearance and more wear to the garments.

For instance, consider B.D.A. "MARQUISE" finish. Cotton Venetians, processed by the "Marquise" Finish have the sheen and lustre of expensive silk linings—give better service—and are not affected by pressing or ironing.

Another very excellent lining is a Cotton Venetian, "SUNBRITE MARQUISE DE LUXE," which has a lustre and depth of shade second only to silk.

Ask your wholesaler or jobber to show you these, and other B.D.A. Finishes. They are soundly economical—and they are exceptional in quality, or the B.D.A. Trade Mark could not appear on them.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

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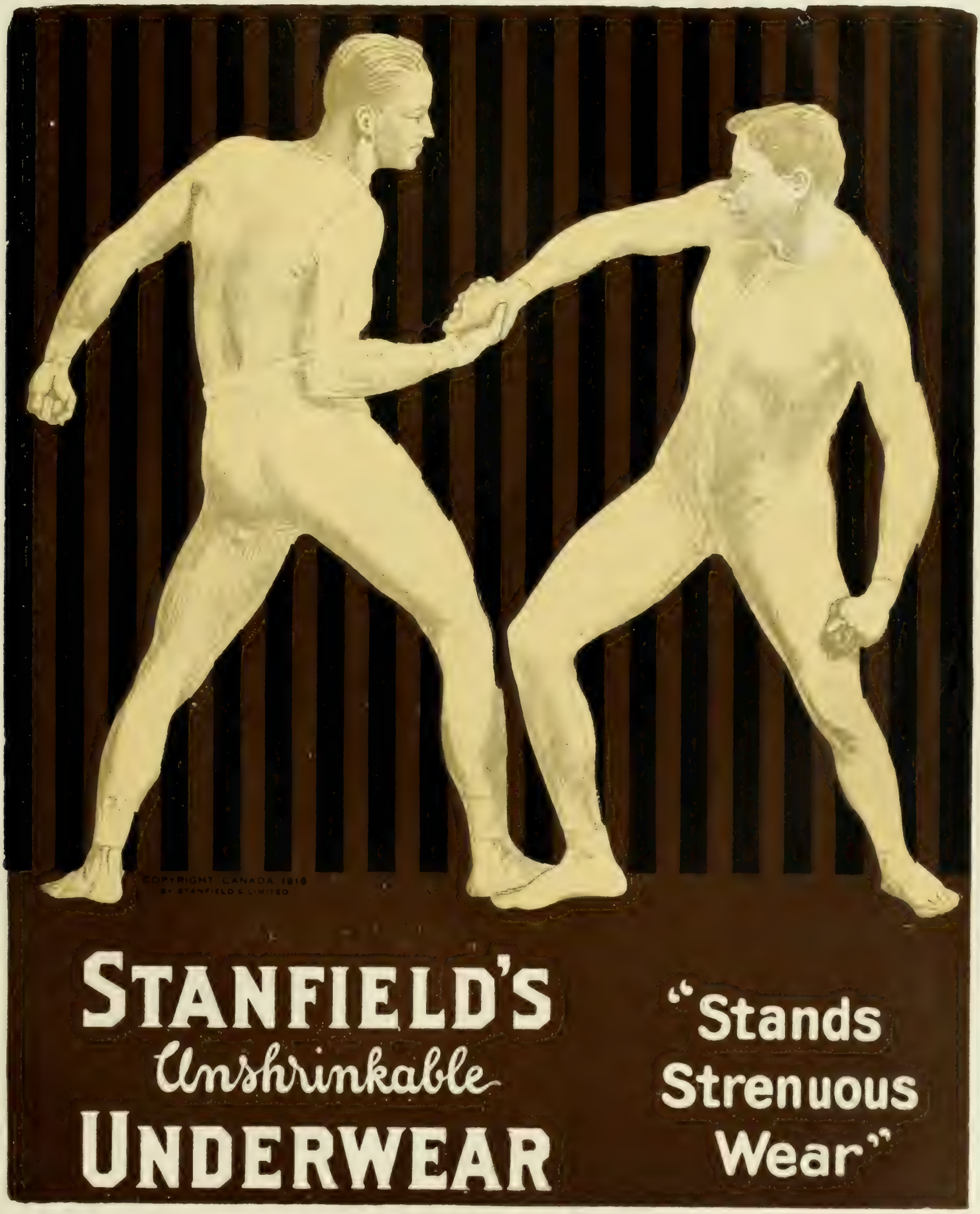
Pyramid
Tooke
BROS. LIMITED
A New Stiff COLLAR

MEN'S WEAR REVIEW

Vol. XII. No. 12 | THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE: TORONTO, CANADA | DECEMBER, 1922



Repeat orders for one and two piece suits filled promptly.

Rush orders filled at nearest warehouse:

Stanfield's Limited, Truro, N.S.
Whelpley & Co., 510 King St. West, Toronto, Ont.
Archibald & McDougall, Ltd., 370 Donald St., Winnipeg, Man.
Gault Bros., Ltd., Vancouver, B.C.

INSPIRATION

The Romance of a "Strand" Shirt Scene 4

Men's Wear Review

VOL. XII DECEMBER, 1922. No. 12

Sales Staff Wear Morning Coats

R. J. Tooke Store, of Montreal, Has Adopted This Policy With Marked and Satisfactory Results—Morning Coats and Correct Dress Accessories During Winter and Spring Months—No Tendency to Frighten Men Away

CONSIDERABLE discussion has been evoked in the columns of the business papers of the United States in the course of the last twelve months on the subject of correct dress for salesmen in men's wear stores. The foremost writers on matters of style have written eloquently on the topic of correctness in male dress, accenting the vital need for emphasizing the newer, smarter ideas and advocating the need of a style mentor in every men's wear store. The argument is heard time and time again to the effect that the average man is really helpless in the matter of correct dress and longs for some really expert advice from an authoritative source on what is being worn by the best dressed men. The retailer has been urged to wear the newest things himself, to talk about them, show them constantly in store windows and most important of all, to make sure that his salesmen wear them and thus act the part of "living models" in a daily style showing.

"The average American wants a source of style information that is correct," is a sentence taken from one of these articles, which further says, "I have had men's wear dealers say that their customers did not want to see salesmen wearing the same thing they wore; that the better dressed man wouldn't wear what he saw a retail salesman wearing. This is a lot of bunk and won't hold water in democratic America..... It's about as true as saying that the smart women of New York society would not trade at Lucille's because its proprietress, Lady Duff Gordon, and her saleswomen wear the very smartest gowns themselves—and they do."

Canadians Prefer Conservative Dress

The question has arisen in certain Canadian cities as to whether the average Canadian business man comes under the same category as the democratic American. According to more than one prominent retailer of men's wear, the average Canadian does not look to the men's wear store salesmen for his ideas on dress, not because he is snobbish but simply because he dresses conservatively himself and is not particularly interested in knowing of the newest thing in silk handkerchiefs or shirts, etc., just because it happens to be new.

This picture shows how the sales staff of the R. J. Tooke Company store of St. Catherine Street West, Montreal, is attired for business hours. Morning dress is uniformly adopted and is finding increasing favor with the store's patrons who frequently remark that they are about the most smartly dressed sales staff they have seen in Canada.

According to Chas. Nelson, of the firm of R. J. Tooke & Co., of Montreal, it is time that the Canadian retailer formulated some definite rules on the subject of dress for salesmen, which will be expressive of good taste and correctness, while calling forth the approval of customers who are not particularly interested in ultra new effects or extremes of fashion. In an interview with Mr. Nelson this month, Men's Wear Review was informed that the average Canadian business man is not impressed by what he sees a salesman wearing and is not, on the whole, inclined to yearn for style over and above all such considerations such as comfort or even price. "I do not believe," said Mr. Nelson, "that our customers want to see salesmen dressed up in haberdashery which is a lap or two ahead of what is being worn round town. On the contrary, we have found in our Uptown store, located at Peel and St. Catherine Streets, that our customers react far more favorably to a uniform appearance on the part of our salesmen who wear morning coats and correct accessories throughout the winter and spring months. Since we adopted this new mode of dress for our salesmen we have received nothing but flattering comments from customers who tell us that they have rarely seen such well turned out salesmen. Not only is this method uniform but it lends an air of formality to the store which is appreciated as a general rule by gentlemen. On the other hand, we have not found that it has a tendency to frighten off the man in the street who might fear that such formal attire means high prices. Having advertised low values in high grade merchandise for the past fifty years, our reputation is sufficiently well known to ensure us a liberal patronage from all classes of men. I can say that morning dress solves the problem of how to dress salesmen, simply because it achieves the effect of uniformity, correctness and just the right amount of conservatism to appeal to Canadian business men."

(Continued on next page)

Higher Sales Tax Collected at Source

Conference of Representatives of Canadian Manufacturers, Wholesalers and Retailers Discusses All Forms of Taxation—Trend of Opinion Favors a 5% Tax to Do Away With Proposed Receipt Tax and That Tax be Collected at Source

TORONTO, Dec. 6. (Special).—Committees representing the Canadian Manufacturers' Association, wholesalers' associations, and the Retail Merchants' Association of Canada met in joint conference here yesterday and to-day for the purpose of discussing problems arising out of taxation legislation now in force in this country.

Higher Tax at Source

All forms of taxation came up for discussion at this conference. The trend of opinion was in favor of an extension of the present sales tax from 4½% to five per cent., to provide for the proposed receipt tax revenue which is due to come into force on the first of January, also that the sales tax be collected at the source. As pointed out at this meeting, investigation had shown that the receipt tax would not be sufficiently productive of revenue to offset the heavy costs of its collection. Revenue from sales tax this year it is estimated will be fifty-seven millions. With an increase of half of one per cent. revenue expected from the receipt tax can be raised.

Another suggestion brought forth at the conference is one relating to the stamp tax. It was argued that a much more workable plan would be to charge two cents on all amounts up to $100 and on amounts over that figure make the tax four cents.

This conference constituted a Drafting Committee from the three branches of trade to arrive at a common policy of taxation acceptable to all. This policy will be reported back to the individual organizations, and when approved, a joint delegation will proceed to Ottawa where the suggestions agreed upon will be laid before the government.

J. R. Shaw, president of the Canadian Manufacturers' Association, was in the chair.

The Retailers' Position

The Retail Merchants' Association have for some time past advocated a sales tax at the source.

The contention was made by officials of the Association at the gathering that the sales tax should be collected at the source of supply, viz., from the manufacturer and the importer, and from as few channels as possible, so as to save annoyance and expense in the collection of the same. When the sales tax was placed on the Statute Books by the late government in 1921, it was surrounded with a great many annoying difficulties, as far as the retail trade was concerned. The Act itself was poorly drafted and full of confusion and contradictions. In order to ascertain the retailers' position, it was necessary to undertake a number of lawsuits, as will be remembered by a large number of retail merchants, in order to have the courts determine the meaning of the Act. It never was the intention to endeavor to escape the payment of a fair share of taxation. The endeavor was to keep the payment of the sales tax down to the source of supply, as always advocated, so as to save the expense of the employment of a host of tax collectors.

"We have always frankly admitted that although manufacturers and importers were asked to collect the tax, in reality all the taxes they pay they pass on to the retail merchants and they in turn have to do the best they can to collect them from their customers," another official stated.

A Distinct Sales Tax

"What we have always contended for was a clear, distinct Sales Tax Act, one that could be easily understood and easily followed, and one that would not be applied to every small retail merchant in the country who sells soft drinks or makes a few home-made candies or currant bread or pastry, or other like small articles for sale, and which forced them to take out a manufacturers' license and be called manufacturers, but who were not to be allowed to be taxed in the same manner as manufacturers. Our contention is that when legislators make laws, they should be consistent and clear, and, as far as our Association is concerned, we intend to see that all legislation that is passed which affects the retail trade is made as intelligible as possible, and if it is not we intend to call the attention of our members and the public to it, and hold it up to the public view."

4½ Per Cent. From Wholesaler

Representations made by some manufacturers present and from some wholesalers suggest that the Sales Tax may not be absorbed by any section of the trade, that the Sales Tax from the manufacturer to wholesaler on goods bought for resale be eliminated, that the Sales Tax from wholesaler to retailer be 4½%, and that the Sales Tax from manufacturer to retailer be 4½%.

At Madeline and Madeline's the favorite furs for this season are reported as murmel and shaved lamb, which is American broadtail.

Among the most recent of Bernard's creations are a few interesting fur models; many little coats replace the jacket of the three-piece costumes and have been cut on the same soft and graceful lines, slightly bloused at the waist under a narrow belt of fur.

SALES STAFF WEAR MORNING CLOTHES

(Continued from previous page)

This mode of dress has been adopted in some of the more exclusive Canadian women's stores for some little time past where male heads of departments are concerned, and incidentally it might be noted in passing that in such establishments it is not customary for saleswomen to be gowned in elaborate or extreme costumes such as were alluded to in the extract taken from an American writer earlier in this article. In such stores, which cater to the best class of trade with Canadian women of means, the saleswomen invariably wear black afternoon gowns of simple but becoming lines, the embodiment of features corresponding exactly to masculine morning dress for men. Shirt waists and skirts, sports clothes, etc., are tabooed in the better class women's stores where the saleswomen are concerned and it stands to reason that the same rules apply equally well where salesmen are concerned, as being out of place for both the place and the occasion. In the average women's store, all the saleswomen are asked to wear black for the reason that it is uniform, that merchandise is not overshadowed by another brighter color, and because a black frock is more economical to the wearer in the long run.

It should be possible for the retailer and his salesmen to be posted authoritatively on all matters pertaining to men's dress yet at the same time avoiding too noticeable an effort to display and advertise what is new. Each locality will of course find its own solution to the problem of what dress is best, but the idea inaugurated by the R. J. Tooke store of Montreal is commendable from most points of view.

Arrangements for the Convention

Ontario Clothiers Executive Meets to Complete Program for February 21st and 22nd—Delegation to Attend Montreal to Talk Dominion Association—Many Interesting Subjects to be Discussed—Some of the Program

FEBRUARY 21st and 22nd, 1923.

THESE are the dates for the convention of the Clothing Section of the Retail Merchant's Association to be held at the King Edward Hotel at Toronto.

At a meeting of the executive held at the Queen's Hotel in Toronto on December 11th, many of the details in connection with the convention were arranged, a list of probable speakers outlined, and steps taken to arrange for a large delegation of attending retailers to go to Montreal on the last night of the convention, that is Wednesday, to attend the textile products show being held at the Mount Royal Hotel during that entire week. Providing one hundred or more make this trip, special rates have been secured from the railways and first-class accommodation assured.

To Inaugurate Dominion Association

The members of the executive decided at this meeting to try to inaugurate a Dominion Association in Montreal on Thursday, February 23rd. The various provinces have their provincial clothiers' associations which are functioning well. Expressions of opinion have come from different sections of the Dominion favorable to the formation of a Dominion-wide association; and, it will be remembered, that President Fitzpatrick of the Ontario Association, took a trip to the western coast to promote greater enthusiasm in favor of this larger body. Between now and the time of the convention, Ed. Mack, who is chairman of the Dominion Board, will confer with representatives of the different provinces and make an effort to get them to send delegates to Montreal for the 23rd of February when a conference will be called to discuss and, if possible, form a Dominion-wide organization of clothiers and furnishers.

The textile exhibitors have already arranged to hold a style pageant for the 24th of February, that is, the closing day of their Montreal exhibition. The Ontario executive are going to ask them to co-operate to the extent of changing the day for this to the 23rd so that it will be an added attraction to provincial delegates to attend the Montreal meeting when Dominion organization will come before them.

Convention Program

A good deal of the time was devoted at this executive meeting to arranging the program and the entire affair was outlined. While definite speakers have not been secured for the various subjects to be discussed, names were suggested and the executive will immediately communicate with them. The executive plans this year to have the completed program in the hands of every member of the association throughout the province fully ten days or two weeks before the convention date so they may make all necessary arrangements to attend.

Tuesday's Program

The morning session of Tuesday, February 21st, will be given over to the president's address by R. F. Fitzpatrick, the reading of the report of the secretary-treasurer, W. C. Miller, and the appointment of the various committees such as legislation, question box, transportation, etc.

The afternoon will be largely taken up with an altogether new and most interesting feature of the convention. It will start out with the report of the style committee that has worked in conjunction with the committee from the Ontario Designers in selecting and approving of models for Fall and Winter, 1923. This report will be more than verbal. Before the delegates to the convention will be placed the models that have been approved by the style committee and they will have the opportunity of inspecting them.

In conjunction with this, the Ontario Designers have undertaken to secure a speaker from amongst themselves to give a talk on: "Alterations, Their Cause, Effect and Remedy." This speaker will go thoroughly into this matter and will probably give an actual demonstration of how alerations should be made, giving the desired result to the customer at the least cost to the retailer.

ALTERATIONS BOOK

The Ontario Executive in conjunction with the Ontario Designers have recently undertaken to distribute a very valuable book on the whole question of alterations. This is a question of vital concern to the retail merchant everywhere and this book shows how they can be done economically and satisfactorily so far as the customer is concerned.

If there are any retailers desiring the book they should apply to W. C. Miller, Provincial secretary, The World Building, Richmond St., Toronto.

Window display will constitute one of the addresses of the convention and it will immediately follow this report and address on alterations. "Originality in Window Display an Asset to Merchandising" will be the subject and a man who is a noted authority on this subject is being sought.

Thursday Program

Thursday morning is to be a most instructive morning for the delegates to the convention. It will start out with an address on "The Business Outlook for 1923," and is to be handled by a well-known manufacturer. Fred Voiland, the president of the National Association of Retail Clothiers of the United States, is slated for this morning meeting and his address follows the one on the business outlook. An effort is also being made to get Mr. Voiland to go to Montreal to address the conference at which an effort will be made to form the Dominion association, the feeling being that there is no better man in America to handle this subject than Mr. Voiland.

Following his address, there will be two fifteen-minute talks on the subjects, "Direct by Mail Advertising" and "Retail Advertising that Pulls."

At the afternoon session some time will be given over to the question of taxation—a very important subject for every retailer. W. C. Miller, the provincial secretary, will handle this subject and the various phases of taxation affecting the retailer will be dealt with and a discussion will follow.

Then follows the question box, the reports of the various committees, election of officers and adjournment.

Banquet in the Evening

As usual, the evening will be given over to a closing banquet, a get-together affair for a little seriousness and a lot of fun. Details in connection with this are being worked out. It is the intention, of course, to bring it to a conclusion in time for delegates going to Montreal to make their train.

GIMP YOUR PATTERNS

"EASICUT" Sample Cutting Machines are Fast, Economical, Practical and Neat.
E. W. McMARTIN,
45 St. Alexander Street - Montreal.

Sales Ideas for January Clearance

Here Are a Number of Ideas on Sales That Were Worked Successfully by Canadian Stores—Surprise Sales—Lucky Day Sales —Twelve Specials During the Month—A Ten Cent Sale on Suits

JANUARY—the month of sales—is almost with us, bringing with it the same merchandising problems incidental to clearing out odds and ends and such lines of Fall merchandise as have accumulated instead of selling quickly.

In glancing back over the sales featured by leading men's wear stores in Eestern Canada during January or February, 1922, it is significant that in nine cases out of ten, the retailer prefers the method of advertising his goods at so much per cent. off regular prices as a means of featuring his semi-annual sale event. In Montreal, for example, one St. Catherine Street shop of long established reputation announces year after year a 20% discount off. Another shop, also on the same street, featured a 25% discount in 1922, while yet another in the same locality which caters to a very discriminating clientele, gave a discount of 33-1/3 off its regular prices. Here and there also other stores advertised reductions which varied from 10 to 50% off, instead of fixing upon one set discount for the entire stock. Again others called attention to their clearance sales under such descriptive titles as "January Liquidation Sale," or "January Thaw" and so on. In this connection be it noted, the stores which prefer to give a distinctive name to their regular clearance usually offered discounts varying from 20 to 33-1/3% off the regular figures.

The advantage of the latter variety of January sales, say those who featured them last year is the fact that people respond more readily to a suggestive title like "Gift Money Sale" or "A Sugar Plum Week" than they do to a mere statement of so much off the dollar. A few good sales ideas therefore have been picked out which might prove a change from the ordinary kind and lift the sale out of the rut with a corresponding effect upon the volume of purchases made.

Sales Idea Number 1: "Surprise Sale"

The store which tried out this idea in Montreal advertised it as follows:

"The most extraordinary offer of our annual Surprise Sale. We shall offer for tomorrow only 500 surprise boxes at $1. We guarantee that every box represents the value of $1 or more. Also in the lot we shall put out 10 boxes each containing a voucher good for merchandise to the value of $5 each. (We are the first to inaugurate this style of sale and it will be an opportunity for exceptional bargains for everybody.)"

Sales Idea Number 2: "Lucky Day Sale"

A novel version of a clearance sale that was a wonderful business builder for the store trying it last year. The store announced that to every customer who made a purchase on January 22nd last, it would refund whatever amount they paid. During the month of January a careful record was kept of all purchases and the Mayor of the town was given a sealed letter with the request that he open it at the end of the month—making it fair to all concerned. When the Mayor opened the letter he found a request to select a certain date at random. He fixed on the 22nd and the store went over its records, and all those who made purchases on that date were made happy by receiving a check. This "stunt" created unusual interest all through the month.

Sales Idea Number 3: "Ridiculous Sale"

A retailer who had on hand a considerable quantity of goods in broken sizes and odd lots, advertised a January clearance sale under this title during which all sorts of odd prices were fixed on the various goods, and effected a very rapid clearance of the whole stock. Everything about the sale, the unusual style of advertising, the prices and the goods themselves, was out of the ordinary.

Sales Idea Number 4: "Twelve Specials" Daily During January

There is nothing particularly novel about this plan of featuring just 12 specials daily during the month of January, but a great deal depends upon the way it is advertised. Such an idea will "get over" splendidly if the following points are kept in mind: Advertise seasonable and desirable goods in your adv. on the basis of the greatest demand. Give the reader a clear idea of the nature of the article advertised and the kind of value it represents at the price. Catch the reader's eye by a forceful caption or heading. Make the price and the value appear reasonable. Omit any extravagant claims or vague or misleading arguments. Also admit any comparisons with competitor's values. When comparative prices have to be used, back them up with explanations that help the prospective customer. Suppose you advertise a clearance of men's underwear this way for instance: "Men's fleeced union suits—98 cents. It reads as though something was radically wrong with them, but outside of the sizes being broken and a few being slightly soiled, the only thing wrong is the price. We want to close them out, every suit, so a price was decided upon that will take every last one early tomorrow morning. There are two styles and a good quantity of the best selling sizes. Some of these suits were $2.25, the balance were $2.50 but tomorrow you choose all you want for 98 cents the suit."

Sales Idea Number 5: "Ten Cent Sale of Suits"

Recently an Ottawa firm staged a sale under this name which was advertised thus: "The Suit Sale of the Season. Tuesday only. You buy one suit at the regular price then select another of equal value for only ten cents. You buy a suit for $15 and ten cents takes another. You buy a suit for $25 and ten cents takes another. You buy a suit for $50 and ten cents takes another. We wish to emphasize the fact that this is an absolute bona fide sale—exactly as represented. First comers naturally have the first choice, therefore, early selections are advised. During this sale: No telephone orders, no C.O.D.'s, no exchanges, no refunds, no charges and all sales final."

Do Not Alter Price Tickets

Those stores which do not especially like the idea of trying anything out of the ordinary may find it pays best to adhere strictly to the percentage discount during January as usual. In this case, it is wiser not to make any changes in the price tickets on merchandise but simply let customers figure out the discount for themselves. This breeds confidence and shows that no prices were raised just to make the event seem more extraordinary. This is the method followed by the firm of R. J. Tooke in Montreal which has run a January sale for the past 50 years in this manner. A discount of 20% is allowed on everything except branded collars and their own $1.50 line of shirts which are already priced below cost. All the customer has to do is to mentally figure one-fifth off the regular price marked, which is plainly done in the Tooke stores. Many of their customers have got into the habit of waiting for the January clearance sales in order to replenish on men's underwear especially. Many women are on hand on the opening day and buy an entire outfit or as many as half a dozen of suits at the reduced price. The firm encourages this attitude for the reason that at sale time they rarely sell a single suit but rather in sets of three or half dozens and if

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Display Lessons from Chain Stores

Method of Checking Up is Carried Out by Inspectors Such as Operate in Banks—Detailed List of the Points They Consider in the Matter of Window or Interior Display—Personal Appearance and Conduct Important

HAVE you ever stopped to consider the fact that the chain store organizations across the country such as the five and ten cent stores possess a uniform method of display which seldom if ever varies even though the stores be separated by the width of the continent? How is this uniformity and standard of equality maintained and what rules are formulated which ensure such a uniform standard?

As a matter of fact the majority of chain stores are supervised by travelling inspectors who travel from one store to another periodically and make a thorough inspection of each. They drop in without warning and conduct their examination after a well planned system much as a bank inspector does his work. The tests applied in many cases would prove helpful and interesting to the average retailer in any line of business, especially as regards the display of merchandise whether in the windows or inside the store.

Checking Up Window Displays

Where windows are concerned the procedure is carried out in this wise. The inspector looks over the window trim and notes first of all, if any out-of-season goods are being shown. If so, he asks for reasons why such merchandise is featured. Next he examines the windows to ascertain whether seasonable goods are being shown sufficiently in advance of the season to get the best results. He finds out what window dressing publications the display man is reading and whether he is originating new ideas. Also he notes whether or not sufficient display is being made of profit making lines. Again he considers such points as these:

Can every item be seen from one point or are large items in front of the window thus obscuring the rear?

How often is the display changed?

Are the windows clean?

Are goods cleaned and dusted before displaying in the window?

Are signs clean or finger-marked and fly-specked?

Inspection of Inside Displays

Inside the store the inspector examines the counters and follows out the following instructions which are appropriate in any class of business.

"Devote space in your report to the subject of counter trimming. Take each class of merchandise by itself. Every store is provided with a list of items which should be found in each class of merchandise on the counter. Be sure to note which items are not shown and learn the reason. Note particularly if any out of season goods are displayed on the counter and the amount of space taken. Note also the space taken by any given line and compare with the other lines. In determining this point, keep two factors in mind, the gross profit after deducting all charges which go to the store, and the number of turns which can be made."

This last point is especially valuable. Unseasonable goods on the counter not only do not sell, but take the space of profitable lines. This is one of the distinguishing marks between a well run syndicate store and a half run independent store. No matter how much it may hurt the retailer, or how much loss he may feel he is incurring, he should take the out-of-date goods from his counters and charge off the total loss on them rather than have them out, to the detriment of the new live merchandise.

Live Items

Another important feature in this plan is the list of live items. Every retailer can make up such a list, either from experience or with the aid of his clerks, and where such a list is made up and the displays checked by it, much good is bound to result. Certainly no store should be without one.

Finally, the chain store inspector must study the effectiveness of interior trimming, including signs, price tickets, fixtures, with proper classification of goods, appearance of the displays, cleanliness and the amount of space given to them. He is asked to make a remark opposite each question on the following list in his report:

Are goods on counters in a salable condition? Any soiled or broken? Are items shown on the right counters?

Is general arrangement of counters such that trade is well distributed and circulates all over the store?

Are profit making staples and seasonable goods afforded sufficient counter-space or are good items scantily displayed?

When and how are 'specials' featured?

Good Signs are Essential

The inspector gives much attention to the question of signs throughout the store, noticing whether or not there are sufficient signs at the different counters to attract the attention of customers to the lines shown. He studies the wording of the signs to see if it is new and effective or the same old signs that can be seen in hundreds of places. When an inspector sees any particularly good signs he makes a note of the fact and a copy is sent to all the stores in the chain.

Before leaving any store the inspector emphasises the absolute importance of all merchandise on display looking clean, new, fresh and attractive. Nothing must look mussed, shopworn or soiled. This direction is responsible for the high standard set by all the syndicate stores in Canada and the United States, and it is as much to the attractive displays in these establishments as the low prices which attract purchasers.

Appearance of the Staff

The personal appearance of the sales staff is not overlooked either by the inspectors of chain stores who must note and report on the general appearance of the staff, especially as regards such points as these: Is the staff such as should be expected in a large concern?

Does it compare favorably with the appearance of the help of your competitor? Are all clerks trained to be alert and watchful over their counters as well as courteous and attentive to their customers?

What sort of an impression do you get on entering the store? Does it impress the customer that the store is a good place to shop in?

Do the sales staff say "Thank you" to the customer, and is the money registered before the parcel is wrapped?

What disposition is made of any articles found in the store by the staff and what becomes of change left by customers? Is it sent to the office?

It often happens that the sales staff in these chain stores are asked to supply their own wants from the store and also to try to bring in one new customer at least each day. In certain stores liberal discounts are given to the staff to encourage the purchase of personal needs. However, the rule should be strictly enforced that the 10 or 20 per cent. discount for employees is not to be extended to their relatives and friends. Every salesperson is encouraged to be a "business missionary" and to bring trade to the store in every way possible.

SHOREY'S
BROCKVILLE, ONTARIO
Successor to
Hall's Limited
Manufacturers of
MEN'S and BOYS' GLOVES and MITTS
ALSO LADIES' GLOVES

Men's Wear Review

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Has An Idea Any Value?

HARRY T. HOLMAN, president of R. T. Holman, Limited, of Summerside, P.E.I., said in a recent article that an idea that was good in one concern was almost always good in another. The statement is not mere theorizing by Mr. Holman. He is the head of one of the most progressive retail organizations in this country. Though the town in which his store is located has only a population of some 3,000 people, he does a volume of business in excess of $2,000,000 annually. He says that ideas have built up his business, that he reads trade papers very carefully, and that he uses whatever ideas (where possible) they convey in the way in which they can be applied to his business.

Mr. Holman, in a brief sentence, summarizes the main purpose for which the trade paper exists—the conveying of ideas. He says that every idea, no matter whence its source, can be used by him in some form or other. Whether the idea has been worked out by a New York department store or whether it comes from a little store in a remote corner of this Dominion, there is, perhaps, something in it that may be applied to his business somewhere. He may not be able to use the idea as it is presented by the trade newspaper but it can be adjusted to his business and made use of to increase profits.

There are many retailers who take the view that the idea that is used by the big store and outlined in the trade newspaper is of no use to them. "What good is this idea to me?" they say. "It has been used by one of the big stores in Toronto or Montreal." It is because the store in Toronto and Montreal used ideas that seemed too big for them at the time that they are now what they are. After all, an idea is an idea; the application of it may of necessity vary according to the business head that makes use of it. There are no ideas too big for the smallest store keeper in this country. As Mr. Holman says, every idea is of some value; the aggressive merchandiser is the one who, in seeing the idea laid before him, figures out how it can be profitably applied to his own business.

Display Men's Association

WE CONGRATULATE and offer our best wishes to the newly-organized Display Men's Association of Toronto. It is an organization that has a very useful and a very definite object in the merchandising plans of every retail store, and we have long advocated it in Canada. Our earnest hope is that it is the beginning not merely of a local organization, not even a provincial but a Dominion-wide organization. There is a great need of it in this country. As Claude Forsyth stated the night of the opening banquet in Toronto, one has but to travel through the country to see that there is a great lack of appreciation of the value and importance of store fronts and window display as a part of the whole scheme of merchandising. The first impressions received are conveyed through the eye and the retailer who fails to create a favorable impression because he has a time-worn store front and an uninteresting and unattractive display is failing to meet the competition of the bigger stores in his own city or in distant cities. People to-day are travellers; they bring home impressions from the large city stores. If the local merchant makes no effort to meet this competition in the best manner possible to him, that is, by attractive displays, he need look no further for some reasons which take business out of town.

There are many ramifications to the work of such an Association. Photography is one of them. The Display Men's Clubs in some of the American cities study photography very closely and develop good photographers. This enables them to take pictures of their own or other productions which can be of service to themselves or other display men either in their city, state or country, according to the scope of the particular organization to which he belongs.

Another development of the Display Men's Association as it is worked in the United States is the Circuit Plan. A number of display men in different cities arrange to take pictures of their windows and pass them around the circuit. Thus, the display man in one town or city may see the window displays of eighteen or twenty display men in some of the largest cities of the United States. In broadening out their usefulness, the Toronto club might take this idea into their consideration as a means of interesting display men in neighboring cities.

Only good can come out of this new organization if it is proceeded with with vigor and a sincere desire to improve and develop display talents amongst the membership. Better store fronts and better window displays always mean better business. That is one reason why the retail merchant, himself, should evince an interest in this organization and seek to promote it in Toronto and elsewhere.

Brief Editorial Comment

IT IS A comforting thought to reflect that the troubles of the year 1922 have not to be met again.

THE YEAR 1922 saw the definite turn in the road for better times. May 1923 witness the retailer overtaking "better times" and occupying a prominent seat beside him.

Men's Wear Markets at a Glance

Year Just Closing Has Been a Sorting Year and Incoming Year Does Not Indicate Much Variation from This Policy—Revival Starting in Suit Trade—A Decidedly New Hat to be Shown—Active Demand for Christmas Lines

NINETEEN Hundred and Twenty-two has been pretty much of a sorting year in the men's wear trade, and the incoming year will not vary greatly from this practice. That seems to be the opinion of many manufacturers and wholesalers with whom Men's Wear Review has talked. What variation there is from this practice as already indicated by spring placing would seem to show that the confidence of the retailer is gradually strengthening. While on some lines his placing for Spring and Summer has been as light, perhaps even lighter, than a year ago, on the whole, it is probably a little heavier and shows that the retailer shares the general optimism of this continent that business is steadily, even if slowly, improving. The steady and most satisfactory increase in exports over imports left us at the end of October with a trade balance in our favor of something like $75,000,000. We are finding markets for our surplus production, which is another way of saying that we are not only functioning financially in a wise way but that we are slowly absorbing unemployment—we are getting back to work on a solid foundation.

Aside from the international problems which affect us more directly than we are wont to admit, there are national problems confronting us that are being taken hold of with vigor and apparent wisdom. If it is true that the administration of our national railways problem is now in the hands of a capable man who will be free of political interference, there is cause for gratification and, at least, the burden of taxation will be checked so far as this national debt is concerned. Hand in hand with the solution of this problem—for these do go hand in hand—is the working out of a wise immigration policy that will bring to our shores people whose industry and character will contribute to our productivity and our moral fibre. The incoming year may see substantial progress taken along these two lines; if so, the curtain will fall on 1923 with a happier, a more contented and a more prosperous people than in 1922.

Will Merchandise Carefully

Retailers seem in the mood to merchandise carefully, to keep exact step with improving conditions and larger demand for merchandise, to refrain from speculation. They believe that prices have reached a stable basis for the most part, recognizing, however, that there are bound to be slight fluctuations one way and another. Rising prices on some lines have not hurried them into speculation; they are covering the immediate needs of the changing seasons and leaving the rest to a sorting business. Despite the fact that they are sometimes "left" on certain lines, they are not disposed to alter this policy. There are manufacturers who believe that the retailer will not stand for advanced prices to any extent. Only a few days ago, one manufacturer stated that he had been asked for higher prices on three lines of merchandise that went into one of his products but that he would not buy because he did not believe the retailer would stand for the increase in price of the finished article. He admitted that his guess that prices would come down to where they now are after the new year might be wrong, but he was willing to take the chance.

Clothing

From some sources we hear that there is beginning a revival in the suit trade. It has been quiet for many months and this winter sees the overcoat covering a multitude of sins in the shape of worn out, thread-bare suits of clothes. It has been a remarkable Fall and Winter for overcoats; the same thing has got to happen in suits and we believe that Spring will see the beginning of a much livelier demand for suits of clothes than the retailer has seen for some time. Men simply can't go much longer without replenishing their wardrobes. It is true that a man will go without clothes to see his wife well dressed and his children properly clothed, but the breaking point must come sooner or later even to this altruistic policy. We think it is coming and that Spring will see the beginning of seasons that have been as brisk for the retailer as the overcoat season has been recently.

Hats and Caps

The retailer will soon see a hat that is entirely different, according to a large importer who has just returned from England. It is as much different from the current styles as a clergyman's hat is different to the hat worn by the ordinary civilian. This man states to Men's Wear Review that it is being worn to-day by the best dressed men in Bond Street, London, and that it is being quickly taken up by smartly dressed gentlemen. It is a big felt hat, wide of brim and high of crown. If you would take a cowboy's hat with its great breadth and height and mould it into a conventional shape with its well regulated curves and creases, you would have some idea of the hat. This importer, on arrival home, went through any old styles he had kept for many years back and though he showed Men's Wear Review a big hat, he said it was not as large as this new one that is to be shown for Fall of 1923. It will be shown in the popular shades and the price will not vary from other felts.

Cap manufacturers say they are beginning to get better orders for their output and feel satisfied that the tide has well turned in their favor. There is still a good deal of price cutting, however, but in spite of this high-class merchandise is selling and there is a pronounced feeling for novelty lines.

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"Receipt Tax Will Handicap Trade"

Says Secretary Dominion Board R.M.A.—Penalty for Person Who Divides Amount Paid With Intent to Evade Tax—What Constitutes a Receipt—Exemptions—Will Hamper Trade

"THIS ACT will give the retail trade of Canada, as well as other interests, a staggering blow when it comes into operation. It will disrupt every cash and credit sales slip and cash register system that is now in existence throughout Canada, and it will add more expense in a great many cases, to the office staff of retail merchants than the amount that will be paid to the government by them in stamps."

The foregoing observations, together with others of like nature, are made in a memorandum on the question of the operation of the tax on receipts which comes into effect the first of January, 1923, which has just been issued by E. M. Trowern, secretary of the Dominion Board, Retail Merchants' Association of Canada.

Special mention is made of the fact that a penalty is provided for the person who separates or divides the amount paid, with intent to evade the tax.

Retailers Should be United

Every retail merchant in Canada is urged to take a deep personal interest in this matter. The Dominion Board feels that the measure should be defeated if possible, and therefore calls upon all merchants to work together and act together under one common direction.

The memorandum follows:

What the Act Requires

According to the Special War Revenue Act which was passed at the last session of the Dominion Parliament, and which will come into operation on January 1st, 1923, upon all receipts of ten dollars ($10.00) and upwards there must be affixed thereto an adhesive stamp of two cents (2c), or, unless there is impressed thereon by means of a die, a stamp of the value of two cents (2c), which is to be cancelled by the person by whom the receipt is given before he delivers it out of his hands. Cancellation shall be effected by the person who cancels the stamp, **writing or impressing his name or initials on or across the stamp, together with the true date of such writing or impressing.**

What a Receipt Means

A receipt means any note, memorandum or writing whereby any money amounting to ten dollars or upwards, or any bill of exchange or promissory note for money amounting to ten dollars or upwards, is acknowledged or expressed to have been received or repaid, or whereby any debt or demand, or any part of a debt or demand, of the amount of ten dollars or upwards is acknowledged to have been settled, satisfied or discharged, or which signifies or imports any such acknowledgment, **and whether the same is, or is not, signed with the name of any person.**

Exemptions

The receipts which are exempted under the Act are as follows:

(a) A receipt for any money deposited in any bank to be accounted for to the person to whose credit the money is deposited.

(b) A receipt or document in the nature of a receipt which is taxable under any other section of this Act.

(c) An acknowledgment by a bank of the receipt of a bill of exchange or promissory note for the purpose of being presented for acceptance or payment.

(d) A receipt for or upon the payment of money paid for any purpose to or by His Majesty for or out of the Consolidated Revenue Fund of Canada or for or out of the Consolidated or General Revenue Fund of any Province of Canada.

(e) A receipt endorsed or otherwise written upon or contained in any instrument liable to stamp duty, and duly stamped, acknowledging the receipt of the consideration money therein expressed.

All Legislation Should be Made Clear

"Sub-section (b) of the exemption clauses is not clear," says Mr. Trowern. "We took it up with the Department but found that no rulings have been made yet. We suppose they mean that when a cheque is received in payment for an article or in payment of an account, that when stamps have been put on the cheque it is not necessary to put them on the receipt. This is another evidence of poor legislative drafting, and we contend that all legislation should be drafted in plain, simple language."

Penalty for Violation

Any person who violates any of the provisions of the above sections of the Act, or who refuses to give a receipt, duly stamped, or who, upon the receipt of a payment to the amount of ten dollars or upward, gives a receipt for a sum not amounting to ten dollars (when the actual amount received is over ten dollars) **or who separates or divides the amount paid with intent to evade the tax, shall be liable to a penalty of not exceeding one hundred dollars.**

It Will Disrupt Every Cash and Credit Sales Slip

"This Act was passed by the Government on June 27th, 1922, and it will come into operation on **January 1st,** 1923, if the Government, in the meantime, does not see fit to have its operations suspended, which we hope they will," says Mr. Trowern.

"This Act will give the retail trade of Canada, as well as other interests, a staggering blow when it goes into operation. Only those engaged in the retail trade have any idea of what it means to carry out the provisions of this Act. It will disrupt every cash and credit sales slip, and cash register system that is now in existence throughout Canada, and it will add more expense, in a great many cases, to the office staff of retail merchants than the amount that will be paid to the Government by them in stamps.

"Its operations will cut both ways. In the case of fruit and produce dealers, when retail merchants purchase fruit, vegetables, produce, poultry or eggs, etc., from farmers and market gardeners, it will be necessary for the farmers and market gardeners to carry at all times postage or revenue stamps with them, so that they can place them on the receipts they give to the retail merchants for the goods they sell to retail merchants when they want a receipt for the same. If the farmers and market gardeners refuse to place stamps on their receipts and to cancel the same they will be subject to a fine not exceeding one hundred dollars. Or take the case of a retail merchant who takes a receipt from his employees for salaries received, the employees must also carry a supply of stamps so as to place stamps on the receipts they give for their salaries, and cancel the same, or they will be subject to a fine.

Trade Must Not be Hampered by Governments

"There are a large number of other illustrations that could be given but the above are sufficient to show that this is another piece of annoying and badly considered legislation, that will not only annoy retail merchants but will add to the cost of doing business without giving the Government the amount they could secure by a less expensive system, as far as retail merchants are concerned. No effort, as far as we know, was made by the Government to ascertain what effect this complicated system would have on the retail trade; it has evidently been merely recommended by someone unfamiliar with retail trade conditions, and it was then thrust upon us when the budget was brought down,

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"RECEIPT TAX WILL HANDICAP TRADE"

(Continued from page 24)

in the most autocratic manner, to take effect on January 1st, 1923. In our opinion, it should be suspended, and as we are an active part of the electorate of the Dominion, every retail merchant should do all within his power to let the legislators of our Dominion Parliament understand that, as loyal citizens, we want to help to pay every cent of our war debt, but we must not be hampered and annoyed in our daily business transactions, and be subjected to paying heavy fines. In other words, Governments must be told to keep their hands off business, and allow it to flow as freely and as rapidly as possible through the natural channels of trade.

"Before we are asked to pay we should be consulted as to what effect any proposed system would have on our business, as the more unnecessary expenses that are put upon us the more the public will be called upon to pay in the end. Every retail merchant knows that when postage stamps are placed on receipts or cheques, or any other documents, for the purpose of paying our war debts, that it is an unbusinesslike system, as we have been led to believe that postage stamps and Inland Revenue war stamps are for entirely different purposes, and if they cannot be kept separate—and it appears that they cannot—this fact alone should be sufficient to condemn that method of the collection of revenue. The present system of placing stamps on cheques, drafts, notes and bills of exchange is bad enough, and, in our opinion, should be abolished without adding the further annoyance by adopting the same system on receipts.

"This legislation, if it goes into effect on January 1st next, will affect all classes alike—farmers, manufacturers, wholesalers, retailers, bankers, the laboring classes and all municipalities and corporations. We are well aware that the Government wants money to pay our war debts but we want it raised in the least annoying manner, and we consider that when we are made partners with the Government in order to collect it, we should be consulted as to how we think the money should be raised, without disturbing our commercial operations."

During the last six months, thieves have made five attempts at robbery at Chic Farrar's store at Mount Hamilton.

Artist Supply Co., Ltd.

Room 50, 77 York St., Toronto

Complete Show Card Material Dealers

Write for Price List

TRAVELLERS WANTED WITH FOLLOWING for line of neckwear, in Ontario and Western Canada. Commission basis. Poyer & Company, Niagara Falls, Ontario.

The New Anti-Combines Bill

BILL No. 207, An Act for the Better Prevention of Certain Commercial Agreements, which was given its first reading in the Ontario Legislature on April 6 last and which was to have come into force on the first day of July, 1922, has been completely altered. As a matter of fact, according to information received, nine of its eleven sections have fallen by the wayside, all that remains of the original bill being:

"No. 207 1922

BILL

"An Act for The Better Prevention of Certain Commercial Agreements.

"1. This Act may be cited as The Commercial Agreements Act, 1922.

"2. In this Act:

"'Agreement' shall include contract, arrangement, understanding, combination and conspiracy whether written, verbal or tacit."

Now, the alternative sections making up the balance of the new bill are as follows:

"3. Upon the Attorney General filing an affidavit of any person setting forth,

(a) that an agreement such as is described in section 4 is in existence;

(b) that the deponent verily believes that such agreement is unlawful;

(c) that certain persons, naming them, are parties to, or have knowledge of such agreement or circumstances connected therewith.

"The Supreme Court either before or after action brought as hereinafter provided may make order on the ex parte application of the Attorney General, entitling him to examine under oath the persons so named and to have production of all books, documents, records, memoranda, letters or other writings relating thereto in accordance with the consolidated Rules of Practice of the Supreme Court governing discovery.

"4. An action may be brought by the Attorney General of Ontario in the Supreme Court for a declaration that an agreement.—

(a) constitutes a conspiracy in restraint of trade as being an agreement between two or more persons to do or procure to be done an unlawful act in restraint of trade; or

(b) is an agreement to unduly limit the facilities for transporting, producing, manufacturing, supplying, storing or dealing in any article or commodity which may be a subject of trade or commerce; or

(c) is an agreement to restrain or injure trade or commerce in relation to any such article or commodity; or

(d) is an agreement to unduly limit or restrain the manufacture or production of any such article or commodity or to unreasonably enhance the price thereof; or

(e) is an agreement to unduly prevent or lessen competition in the production, manufacture, purchase, barter, sale, transportation or supply of any article or commodity, and that such agreement is unlawful and void and for an injunction, mandatory order or other relief.

"5. If the Court finds that such agreement comes within any of the clauses from (a) to (e) of section 4 it shall declare such agreement illegal and void to all intents and purposes and the Court may make such order with respect to past and future dealings, rights or obligations of the parties to such agreement as may be deemed just and expedient having in view the course of business between the parties, the degree of good faith manifested by them in entering into, acting under, or carrying out such agreement and the protection of the public interest, and may make such further order as the circumstances require to prevent the carrying out of such agreement or any similar agreement.

"6. This act shall come into force and take effect on the first day of June, 1923."

Considerable damage was done to the store and premises of Louis Goldberg, St. John, N. B., during a recent fire.

Mrs. R. Saunders has started with a first-class store and stock in which she is specializing on men's shirts made to order at Birchcliff.

Gallia

MADE IN FRANCE

Marque Déposée

INTERNATIONALEMENT

French Braces

carry all the features and qualities of higher priced brands.

They are:—

—Serviceable—Comfortable —Profitable to handle.

Write for Prices

SOLE CANADIAN DISTRIBUTORS:

Onad Agencies, Regd.,

46 St. Alexander St.,

MONTREAL.

Timely Helps in Taking Inventory

Suggested Forms That Might be Used to Simplify Stock-Taking and Arrive at Correct Results—How Should the Inventory be Taken?—The Facts Should be Fairly Faced When Physical Assets Are Listed

By G. W. HAFNER

AN inventory is a part of a statement of the financial and operating condition of a business upon a certain day. And yet anyone at all familiar with actual conditions will agree that the inventory is usually the most dubious figure in the financial statement or balance sheet. It may look very precise, but it commonly covers a multitude of sins. The entire process is often full of guessing and juggling; and, to cap it all off, a thoroughly unsound scheme of valuation may be employed.

What An Inventory Should Include

The influence of the closing inventory figures upon the showing of net income and financial position is so great as to demand the most searching scrutiny of inventory practices, and the insistence upon the use of principles and procedures which are as rational and accurate as possible. Especially in these days of heavy income taxes has the inventory process—both taking and pricing—become a matter of utmost significance to all business men.

Hence our endeavor should be to ascertain, not alone how to take the inventory so as to eliminate mistakes, but also the best manner in which to price the inventory after it is taken. What we should be interested in is getting at the facts, whatever they may be. We want to know what the goods on hand on a certain day are worth as an asset of the business.

Pricing At Cost or Market

Where the method is used of pricing goods at cost or market, whichever is lower—it becomes necessary to set up three price columns on the inventory records, designated as "Cost," "Market," and "Lower," as illustrated by Figure 4. The cost per item or unit should be entered in the first column; the market price, in the second column; and the lower of the two preceding figures, in the third column. The number of units of each item appearing on the inventory sheets are then extended at the values showing in the third column.

Market is defined as the current bid price prevailing at the date of the inventory for the particular merchandise. In establishing a "bid" price it is necessary to show actual tradings in the particular merchandise, goods or materials at the prices used. Getting at the market price is sometimes difficult, but there is no mystery about getting such values. Quotations can always be secured for the merchandise on hand which is sold in the same form as it is bought.

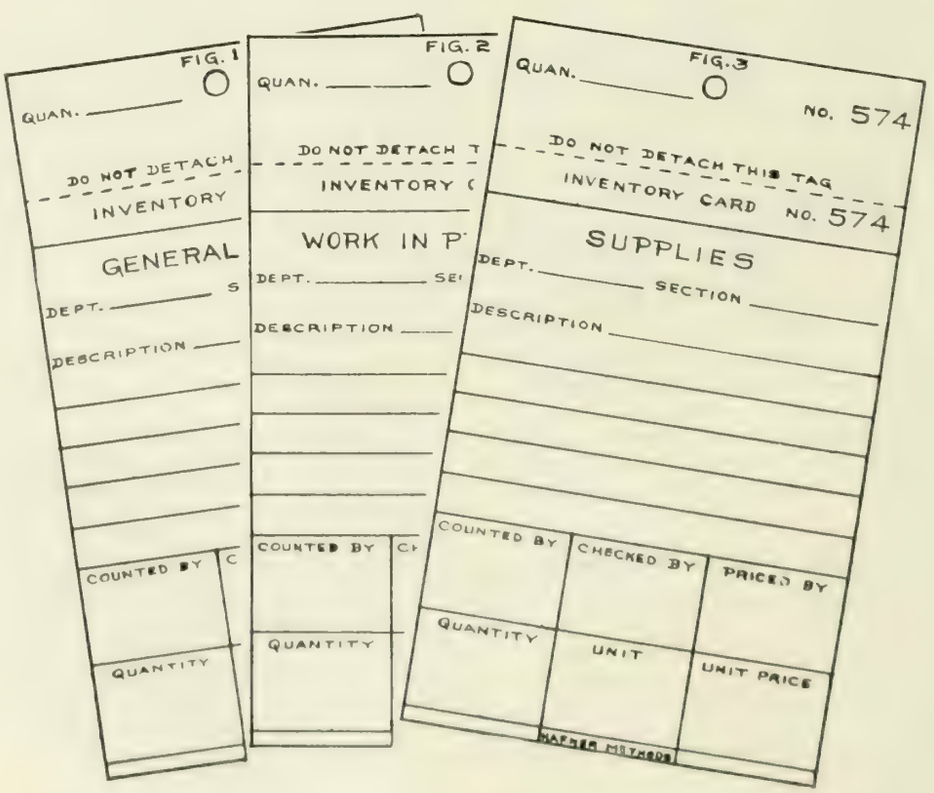
The material part of any manufactured product would also be priced at market, plus labor and overhead. In labor and overhead the use of "market" also applies. These are usually measured, of course, by the actual payments for labor during the period, and by actual overhead for the period, or by an average rate or a standard rate of overhead. Thus the labor represented in the goods being inventoried may have been at a higher rate than that obtaining at the close of the year. The actual burden rates at the end of the year may, likewise, be lower than the rates applied when the products were manufactured. In such cases the lower rates in effect may be substituted.

This whole matter of pricing the inventory will be simplified and clarified, if it is borne in mind that the inventory is in the nature of a photograph, a snapshot, of the value of the stock on a particular day. It is not an impressionistic painting that brushes into the values either the hopes or the fears of the future. Neither is it a forecast of what the business will be in a week, a month, or six months hence.

It is advisable, then, from every conceivable standpoint that inventories be valued by the method, "cost or market, whichever is lower." As an indication of financial condition on a specific date, actual cost is not, in the very nature of the case, a satisfactory valuation. Price changes between purchase and inventory dates, are quite likely to be so striking as to render "cost" an extremely dubious representation of the true economic position of the concern. Especially during a phase of depression, with the trend of prices constantly downward, such as that we are now experiencing, it would put a valuation upon the inventory entirely too high.

Taking the Inventory

The taking of a true physical inventory involves some considerable preparation. This matter of preparation is



Tags like these together with the inventory sheet shown on the next page are all that is necessary in taking an inventory

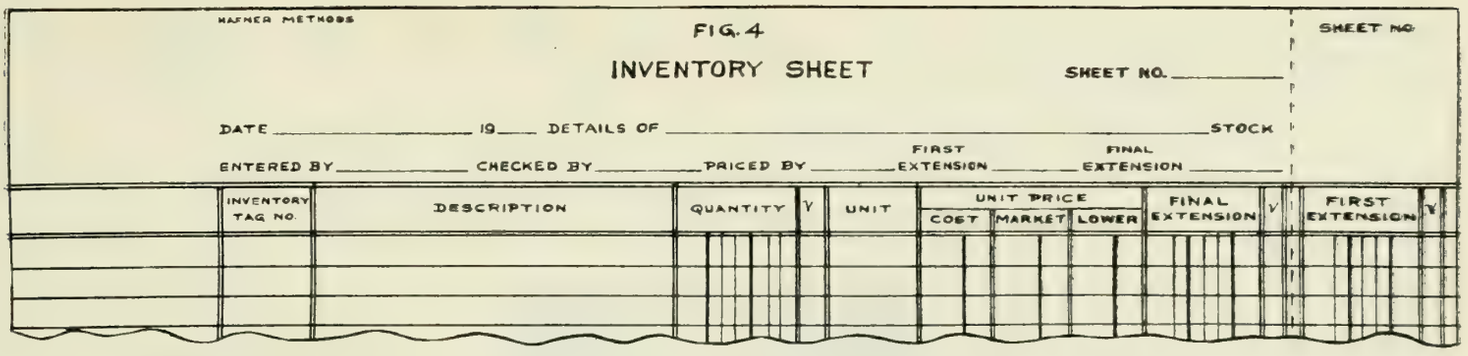

HAFNER METHODS

FIG. 4

INVENTORY SHEET

SHEET NO. _____

SHEET NO.

DATE _____ 19___ DETAILS OF _____ STOCK

ENTERED BY _____ CHECKED BY _____ PRICED BY _____ FIRST EXTENSION _____ FINAL EXTENSION _____

	INVENTORY TAG NO.	DESCRIPTION	QUANTITY	✓	UNIT	UNIT PRICE COST	UNIT PRICE MARKET	UNIT PRICE LOWER	FINAL EXTENSION	✓	FIRST EXTENSION	✓

Simple yet comprehensive inventory sheet for listing the information found on various tags attached to the merchandise.

a governing factor in securing accurate quantities. If you want an exact inventory you must begin some time in advance. A definite plan of procedure must be laid out, definite instructions sent to all officials and employees, and every one must familiarize himself with the instructions. For the guidance of business men in this respect, the following general instructions are presented:

Physical Inventory Instructions

The following instructions outline the means of taking a physical inventory of stock at the close of business December 31st, 1922. In order to obtain dependable information, these instructions must be understood by the executives of the company, as well as by ALL the individuals who will handle the detail work of counting, checking, pricing, recording and extending the inventory.

The general manager will assume the entire direction and responsibility for properly carrying out instructions and taking inventory. He will determine that all persons in any way connected with the work understand the instructions, and are thoroughly familiar with just what will be required of them.

The department manager, or individual in charge, in each department will be held responsible for the count of all merchandise which is within the boundary of his department at the time of taking inventory.

Each department manager will assign certain individuals in his department, who are competent, to the various sections to make the count of all stock within such section. Since the department manager will be held responsible for the accuracy of this work, he should use care in choosing men who write legibly, know the stock thoroughly and are careful and accurate.

The men shall work in gangs of two, one counting the stock, and the other writing up the description and other necessary information on the tags, and attaching such tags to the proper lot of merchandise; the tag marked "Goods in Process" (figure 2) for all products, if any, in course of manufacture, and the tag marked "Supplies" (figure 3) for sundry items of supplies on hand.

Every tag will be numbered, and all of them must be accounted for. In case an error is made in writing a tag, under no circumstances must it be destroyed. It shall be marked void, and given to the department manager.

As soon as an entire department or section has been completed, the department manager will notify the general manager or whoever is acting as inventory inspector, who will make a sufficient examination to determine that all stock has been tagged, that the description on each tag is correct, that the quantities appearing on the tags are correct.

As this is done, the inspector will tear off the bottom portion of the tag, place initials in the space marked "Checked By," and turn the tag over to the department manager. The department manager will see that all tags received by him are accounted for, and will then turn them over to the office, for checking with the issue records. The stubs must remain with the merchandise, and no stock shall be removed until all tags are accounted for.

When the tags are received in the office, and are checked with the issue records, they will be turned over to the pricing clerks, who will price the tags under the direction of the general manager.

When all the tags are accounted for and priced, they shall be assorted, first by the following classifications, and then by particular items:

1. General stock.
2. Goods in process.
3. Supplies.

Having been thus assorted, they shall be listed on inventory sheets (Figure 4) and the first extension made on the stub of these sheets.

After this extension has been made, all sheets will be numbered, the stub to bear the same number as the sheet. The stub will then be torn off and the final extensions made in the column provided on the sheet proper. By comparing the total of each sheet with the total of its respective stub a proof of the clerical accuracy of extensions and footings will be obtained.

Taking inventory is one of the new year problems of large and small dealers alike. Not only is this required by law, if correct returns are to be made to the government in respect of the various taxes that are levied during the year, but it is essential if a dealer is to have that intimate knowledge of his business which he should have. This article is very suggestive in ways and means of taking inventory and shows some simple forms that can be duplicated in a few minutes' time and used with effect in taking the inventory of all lines carried. It applies to the small as well as the larger business.

MERCHANT PRINCE MOURNED UNIVERSALLY

John Wanamaker, the man who revolutionized the retail business in America, died at his home in Philadelphia, on December 12. As a philanthropist, churchman, statesman, and individualist, Wanamaker has been accorded probably the highest place that any merchant has ever reached.

John Wanamaker was a man who made an institution of a retail business. Early in his career, he laid down principles which were gradually increased in number and which he religiously followed in his after life. At a time when it was traditional to pay employees in merchandise and work them long hours, John Wanamaker came with a new ideal which, many years later, was reflected in refinements of welfare work and social activities among the workers. At a time when to enter a shop was taken by the merchant as a promise to purchase and when buying was a contest of wits between the customer and the retailer, John Wanamaker laid down the creed of "one price to all," at that time a startling innovation in merchandising.

Wanamaker's Business Creed

First.—Cash payments on the spot to workpeople on completion of the work.

Second.—Shorter business days.

Third.—Not two prices—one price and only one.

Fourth.—To take back anything sold and return the money, if desired.

"Individualism as a Factor in Affairs"

Is Subject of an Inspirational and Most Impressive Address Delivered by Sir Joseph Flavelle, Before the Canadian National Newspapers and Periodicals at Recent Convention

TORONTO, (Special). — Speaking at a luncheon of the Canadian National Newspapers and Perodicals Association the other day, of which organization Men's Wear Review is a member, Sir Joseph Flavelle, who was the guest of honor, declared that individual effort and achievement are the greatest elements in life. Sir Joseph was speaking on "Individualism as a Factor in Affairs." His address was inspirational and remarkably impressive. It was a call for the development of the individual man. Sir Joseph spoke as follows:—

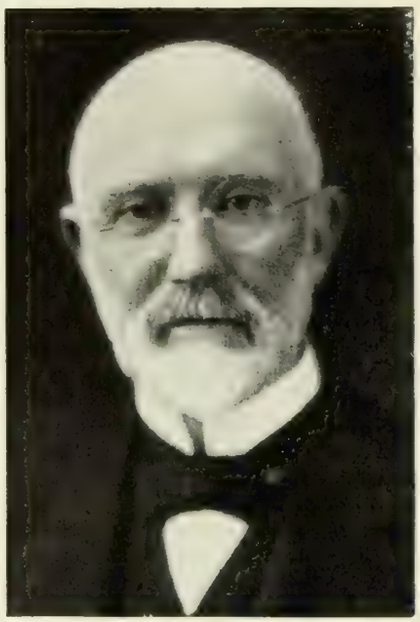
In emphasizing Individualism, I am not claiming for it a "cure-all." If we were discussing the whole broad issue I would give it its relative place, but in the time at our disposal I cannot do so. In stressing Individualism, I am only stressing one of the great underlying principles in affairs. I will introduce the subject with a few illustrations, and perhaps you will catch the drift of my thought.

In a book of Memoirs of a German Prince—one of the Hohenzollerns—the Prince tells of his experience with General Falkenhayn. The General is teaching him to ride, and after taking him across much rough country in which his heart nearly failed him, the Prince was brought up against a stiff obstacle. The General spat out: "Throw your heart across, the rest will follow." I think in this statement lies the interpretation of character. Our difficulties accumulate, and when the supreme one comes at the tail end, the test of a man is his capacity to "throw his heart across."

Lord Rosebery in his book of "Miscellanies" furnishes a copy of an address which he delivered to the students of the University of Glasgow, and in which the following appeared:

> "We had then (speaking of a period fifty years back) the terrible hand-to-hand struggle with learning on the one hand and poverty on the other, which embodied in a new form the competitive spirit of our ancestors, but which turned out indomitable Scotsmen, who had suffered so much, and who had done so much, that they needed and dreaded nothing in the battle of life."

He illustrates this by a fellow-craftsman of yours, Robertson Nicholl, the son of a Presbyterian minister, and now Sir Robertson Nicholl of the British Weekly. He won a bursary of £12, which took him to the University of Aberdeen. He spent £8 in fees, and had £4 left for his



SIR JOSEPH FLAVELLE

maintenance during twenty weeks in Aberdeen. He spent a shilling a week on lodging; his food was bread and cheese, and his drink treacle and water. Lord Rosebery says, by way of parenthesis—"I ask you to remember I am not recommending a diet, but recalling a character." Nicholl won out, even though he had to go through an Aberdeen winter without fuel or fire in his room.

"And Its Name is Courage"

Sir James Barrie, in his rectorial address delivered at St. Andrew's University in May last, said to the group of young men graduating from the University:

> "I cannot provide you with a staff for your journey, but perhaps I can tell you something about it, how to use it and lose it, and find it again, and cling to it more than ever. You shall cut it—so it is ordained—every one of you for himself—and its name is Courage."

He illustrated this in a letter to him from Captain Scott of the Antarctic, written in the tent "you know of," where it was found long afterwards with his body and those of some other very gallant gentlemen, his comrades. The letter, in part, was as follows:

> "We are pegging out in a very comfortless spot. Hoping this letter may be found and sent to you. I write you a word of farewell. I want you to think well of me, and my end. Goodbye. I am not afraid of the end, but sad to miss many a simple pleasure which I had planned for the future in our long marches.....We are in a desperate state..feet frozen, no fuel, and a long way from food, but it would do your heart good to be in our tent to hear our songs and our cheery conversation.....Later (It is here that the words become difficult) We are very near the end.....We did intend to finish ourselves when things proved like this, but we have decided to die naturally without."

Barrie then took these young graduates to Gallipoli, and told of a young officer "dropped overboard to light decoys on the shore so as to deceive the Turks as to where the landing was to be. He pushed a raft containing them in front of him. It was a frosty night, and he was naked and painted black. Firing from the ships was going on all around. It was a two hours' swim in pitch darkness. He did it, and crawled through the scrub to listen to the talk of the enemy who were so near that he could have shaken hands with them, lit his decoys, and swam back. He seems to look on this as a gay affair. He is a V. C. now, and you would not think to look at him that he could ever have presented such a disreputable appearance, would you?" The officer was present, so that these University lads could look at the man who "threw his heart across" and the rest followed.

> "Fight on, my men, says Sir Andrew Barton,
> I am hurt, but I am not slain,
> I'll lie me down, and bleed awhile.
> And then I'll rise and fight again."

You say "These are heroic cases, incident to the war, effected by the war spirit." Let me give you one from humble life.

Two years ago, driving from Oakville to the city, in the morning, I picked up a passenger on the highway near the Goodyear rubber plant. It transpired that the man had served in the Great War. He had been invalided home from wounds, and he still had an unhealed sore on his back from shrapnel. He had secured a position at Goodyear's when business was active, and had bought a piece of land and built a shack on the Etobicoke. Then the bad times came in the rubber business, and he was laid off. He told me he had a wife and six boys, the eldest being thirteen years old. He had secured a job at the Dome Mines for the winter, and had been out that morning to tell a chum that he could secure a place for him, and was met with

the rejoinder "I'll starve before I'll go to the Dome Mines." It transpired that in the great explosion in Halifax, his wife's eyes were filled with powdered glass, and the surgeon found it necessary to remove both eye-balls, and in consequence, she was stone blind. The morning after her eyes were removed, her sixth baby boy was born. I said to him "Your wife blind, and six boys to care for—how do you get on?" "Well," he said, "We get on just about as well as we ever did. My wife does all the work at home, washes, irons, mends the children's clothes, keeps the house as she did before she lost her eyesight. When we came to Etobicoke, the neighbors saw my wife putting clothes on the line, and were told she was blind. They hesitated to believe that it was possible. She is keen to go to Dome Mines, stating that we will get free fuel for the winter, and be that much further ahead in the spring." This woman could have said that she was part of the war wreckage, that someone ought to take care of her children and her home, but she had the fighting quality in her, and said "I have a husband and children, and a home; I will take care of them." As we separated in the city, my soldier friend said, "I am sure if you were to come with me now to my home, you would find my wife whistling or singing."

Not Towards Self-Reliance

You will agree with me I am making no overstatement when I say the spirit of the present time is not running in the direction of self-reliance. The popular view writes off the individualist as a selfish beast, who thinks for himself, works for himself, and who shirks responsibility for his fellows. As a theory of life, individualism has developed mean selfishness, and its advocates are frequently neglectful of those who are less strong and less able to take care of themselves. It represents, however, a vital principle of personal responsibility, upon which, whether they know it or not, the world of men and women rest and depend. It bases its advantages upon its discharge of this responsibility, through hard, determined, unflinching personal effort.

Dependence Upon the State

Lord Rosebery said this further thing in his address to the students of Glasgow University:

"As things are, we in Scotland do not take much, or even ask much from the State, but the State invites us every day to lean upon it. I seem to hear the wheedling and alluring whispers 'Sound ye may be, we bid you be a cripple. Do you see? Be blind; Do you hear? Be deaf. Do you walk? Be not so venturesome. Here is a crutch for one arm, when you get accustomed to it you will soon want another. The strongest man, if encouraged may soon accustom himself to the methods of an invalid, he may train himself to totter, or to be fed with a spoon. The lesson of our Scottish teaching was 'level up.' The cry of modern civilization is 'level down.' Let the government have a finger in every pie, probing, propping, disturbing. Every day the area for initiative is being narrowed, every day standing ground for self-reliance is being undermined, every day the public infringes on the individual, the nation is being taken into custody by the State. I should like at least to think, that in one powerful city, youth was being reared to know that most of what a man has to do in the world he must do for himself, and that it should produce men and women who shall look not to external or even legislative support, but to themselves for their success in life. May the tone and note of this University be independence and self reliance. May it produce not merely scholars, but men."

The reliance placed upon what governments can accomplish is pathetic, and the frequent determination of even thoughtful men to turn to government or to legislature, for relief in business and other troubles is part of the daily experience. Manufacturers call for the Department of Trade and Commerce to find export business for them. Farmers call for government controlled and operated Wheat Boards at the public risk, and with transportation charges relieved at the public expense. Labour seeks to secure through legislation, shorter hours of labour, assured employment, and minimum wages, and the people generally, through public ownership or government control are to be delivered from the tyranny of private enterprise.

A recent writer stated:

"Our Social Reform schemes are conceived on a theory of pleasure economy, but history and evolution show that man has come up through a pain economy—he has struggled up—found his way up through never ceasing effort and struggle and battle. Man is at his best rowing hard against the stream. In our facile plans for the future of society, no place is found for sacrifice, yet in all the long history of mankind, sacrifices had a conspicuous part. We are planning to rely too much upon social and political machinery, and we underestimate the importance of physical health, education, and the sense of individual responsibility. No society will survive without the integrating motive, which consists not 'in not having,' but in doing one's full share. The world is stirred to-day by powerful centrifugal forces like a whirling wheel, which will fly into pieces unless it is held together by equally powerful centripetal forces. These integrating forces are measured self-control, obedience, respect for law and authority, restraint, limitation of desires, the feeling of obligation. We have a superabundance of vital energy—what we need is vital control."

If you consult with a company of your associates in business for the correction of weaknesses or the increase in production, the usual result is that your officers will say "Give us more machinery and a larger organization." It is a rare thing for the men on the working lines to say "We will learn to work harder and more intelligently, and to make greater use of the existing organization and machinery." When the United States came into the war, the President made a call upon business men to assist the nation, and there came to Washington probably the greatest aggregation of executive capacity that was ever gathered for public service in one city. They came from all parts of the Union. They sat for weeks and months, not knowing what to do. Under the American system, the Chief of Ordnance is responsible for the production of munitions of war. I said to him, "We have had some experience in Canada during the war in making use of business men for purely business purposes. If you will draft these executive men whom the President has brought into Washington to carry on the business for you, your engineers can prepare the necessary specifications and furnish the needed technical inspection, in which case I think you will secure excellent results. This is the present British practice. They tried what you are doing, but had to drop it. Their army officers and engineers now prepare designs, and furnish inspection, but business men have charge of production." He replied "I will not pass over to a body of business men what this Department should itself perform." So he built a very wonderful organization, housed it in excellently constructed buildings near the White House. The organization reached, I believe, as high as twenty-two thousand men. There were miles of blueprints illustrating the organization. There were, however, few if any, American shells fired during the war, and few, if any, American guns in service. Charged with the same duty in Ottawa, we had been at work for a year or more when someone asked for a plan of our organization. I replied "I fear we have not prepared one. In securing production of munitions of war, we have not thought of preparing a plan."

There is another aspect of this question of "Dependence Upon Organization" that is impressive. The Ford plant at Detroit is a wonderful place. You take off your hat to the men who have organized it, but looking at it from another side it is the most dis-spiriting place possible. Each man repeats the same operation on a piece of material passing before him upon a moving belt. He turns a screw, bores a hole, or does some other single act repeated all day long. As one looks at it one thinks of the noble profession of craftsmanship. I am not saying this to make light of the Ford organization, but to direct attention that we are living on our capital of craftsmanship, and one wonders what will happen at some later time

when all these one-job people are called upon to do some other work. This organization of repeat work kills the development of the craftsman. He is simply a cog in a huge operating machine, and we are in danger of forgetting that a man is a man, and has a right for all round development.

Dependence Upon Associations

A few years ago, three gentlemen from a town on Georgian Bay, called on me and said, "We desire to establish a packing house plant in our town, and want to talk to you about it." They submitted their plans, and we had an interesting hour together. These men had hitherto been somewhat bitter opponents for the North Shore trade. I asked them "Who is to manage this business?" and they replied, "Oh, we will all do it." After they had gone, I said to Mr. William Davies, "These people will come to grief; they have an impression that by building a house, and organizing with some sort of general oversight from themselves, that it will go itself. They will come a cropper. The plant, which cost five hundred thousand dollars, has been closed up for the past ten years or more.

I remember during the War, that manufacturers of munitions in this Province formed a munition section of the Manufacturers Association. The President and Secretary came to Ottawa to lay their views before the Chairman of the Munitions Board. They stated: "Your revised prices for shells are too low. They cannot be made at a reasonable profit. We represent three hundred and thirty manufacturers, and we are expressing their view when we say it is necessary that we should have a higher price." I said in reply, "I am sure you are wrong; if the purpose of your organization is to secure higher prices, you do not need an association of manufacturers to convince the British Government that they should give a fair price for work done in Canada. What you have not known is that through the courtesy of a number of manufacturers, we have in detail the cost of producing various sizes of shells in their plants and the prices we have fixed are based on their experience and upon their statement that they think the price a fair one. You will perform real service with your Association if you will co-operate, and those who have greater experience assist those who have less, in establishing better production with the same overhead. You will make more money, and you will assist a hard pressed British treasury." It has always appeared to me that one of the dangers of the Manufacturers Association was that it led to dependence upon assistance from outside, and did not look enough toward improving business from the inside. I have never believed in Trusts, nor been a member of a Trust or combination—not because I thought they could do much harm to the consumer over a length of time, as sooner or later the spirit of competition took care of that side, but that the harm came to the consumer because men depended upon the organization in place of trained judgment developed under the stress of necessity. I remember a manufacturer during the War saying "You will fall down in the delivery of munitions unless you pull these infernal munitions inspectors out of munitions plants, as they try to impose all sorts of ridiculous standards upon the manufacturer." I asked the Chief Inspector to send his senior officer to this plant, and to bring back a report. Upon his return, I had the manufacturer join in the conference. Complaints had reached the Board from the British authorities that the ammunition boxes pulled apart under stress because the screws did not hold. The Chief Inspector said, "My officer went into this manufacturer's shop at the finishing end, and inspected the boxing of shells. The workman was driving the screws in the boxes home with a hammer. The inspector asked him 'Do you permit that?' 'Permit what?' came the reply. 'Permit screws to be put in your boxes in that manner?' And for the first time the manufacturer saw it. He said 'You damn fool, what are you doing that for'?" Similar conditions were found all over this man's establishment. The correction of his troubles lay with himself, and did not arise from unreasonable standards set up by the Inspector.

Prior to the War, I was asked to speak in the town of Ayr, where they had a very active Farmers' Organization and Women's Institute. The subject of my address was "Co-Operation," and I fear the Company was disappointed in the type of Co-operation I recommended. The Chairman of the meeting had been one of a group of some twelve hundred farmers, who had gone to Ottawa from all parts of Canada to prefer a plan about something—the nature of it I have forgotten. I said to them, "The Chairman of this meeting was one of a Company who went to Ottawa. I am not passing upon the question, whether what they wanted was right or wrong, but I would desire to say to him, and to you who are farmers present, that if every man in the company who went to Ottawa had in place of going there to seek for remedy, formed themselves into a league, each with his neighbor and he in turn with his neighbour, to fight bad weeds, to cultivate the land better and deeper, to use better seed, and to get rid of their scrub cattle, they would make more money for themselves and add far more to the wealth of the country than by anything which they, or twelve times their number could secure from Ottawa."

Take Labour. We know the abuses under which Labour suffered, and respect the causes which led to the organization of Unions, and the redress of many wrongs made possible only through the pressure of organized Labour, but there has developed an insistence for collective bargaining, the closed shop, the sympathetic strike, and the policy of Ca' Canny. Redblooded men are told that they must lower their output. Any action which through the force of organization levels the good man down, is a menace to society. The control of the spirit and purpose of a man, and his responsibility is with himself, not with his neighbour, his Union, his Group, his Party, or the Combination to which he belongs. It is a frequently forgotten truth from which there can be no deliverance "Whatsoever a man soweth, that shall he also reap." The question was asked long ago "Do men gather grapes of thorns, or figs of thistles?"—acres of thorns or fields of thistles, because they are numerous, give no greater promise of grapes or figs.

There have developed bodies of determined men, in classes, in groups, in associations, in brotherhoods, in Unions, who claim they are righting injustices and relieving society of tyranny. They are found in politics, in industry, in agriculture, in education and in the Church. They are mostly sincere, and frequently uninformed or misinformed. The onlooker, seeing some of them in action, may be forgiven if he indicates they seem to be chiefly concerned in what they can capture for their theory, for their class, their group, or their organization, whether what they desire to secure presses upon others or not. It would appear they are too commonly possessed of the selfish purposes of the individualist without his creative force or courage. He seeks to create through his own effort, and if he will he can share with others. They depend upon organizations and collective power to force their plans, if they are not willingly accepted. They develop and exploit class consciousness, and determine to have their way if the forces at their command can compel its acceptance. One is inclined to ask—are we setting up another form of tyranny, without the compensating gain of individual responsibility and individual initiative and effort? The community needs both forces—individual initiative present in organized groups which are exponents of opposing views but neither should seek the exclusion of the other.

We are slow to see it, but our problem is not, how shall we obtain our share, but how shall we make something worth sharing; not one solved through capture, but through creation. It was perhaps natural in the reaction from the strain of the war to believe in the possibility of economic restoration along the path of less work and more enjoyment. We have entertained delusive hopes of a high standard of living to be attained with less effort and shorter hours of labor. It will not do. We must travel along the old highway of hard work with ungrudging service, while practising sound economy. This is an asset, not a penalty.

Many still believe that hard work for full hours is a penalty. Listen to Bar-

(Continued on page 34)

Securing and Use Made of Ratings

Methods Used by Erie Credit Rating Bureau in Getting Information and in Giving it to Merchants—Ratings Are Listed in Code —Success Depends Upon Co-operation of Local Merchants— Collecting Accounts Important Feature

IT WILL be remembered that in a previous issue of Men's Wear Review we gave some account of the Credit Rating Bureau of Erie, Pa., and the way it operated. Some further information regarding the various forms used in securing and tabulating data in connection with the individual whose rating is kept by the Bureau may be of interest.

The initial success of this bureau depends entirely on the co-operation given by the local merchants to the manager of the Bureau who, of necessity, must have had some training in securing and compiling information. The Erie Bureau have been fortunate in securing the services of E. N. Secord who had experience with Dun and Bradstreet, the two well-known mercantile agencies.

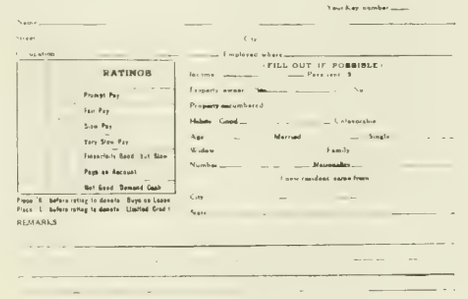
Form No. 1 shown on this page is a form sent to the merchants by the manager asking them to fill in the blanks as nearly as they can. It will be noted that there are seven possible ratings and these, in turn, are recorded in Form No. 2 which is kept by the Bureau. C-R-E-D-I-T-S, shown on Form 2 correspond with "Prompt Pay," "Fair pay," Slow pay," "Very slow pay," "Financially good, but slow," "Pays on account" and "Not good; demand cash."

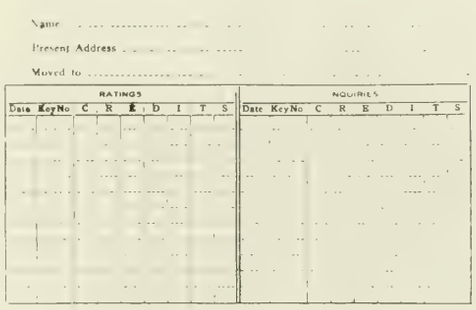
The Bureau Rating

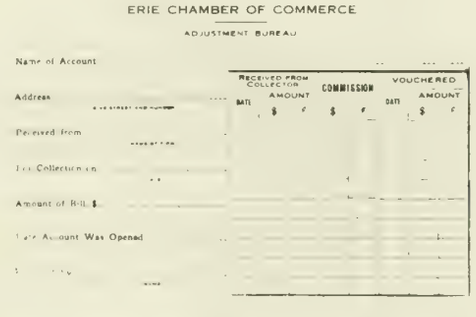
Form No. 2 shows the card kept by the Bureau and from which information is given to any merchant on application regarding any consumer. The information passing from the Bureau to the merchant is confidential and in code. To begin with, each line of business has a number. Men's furnishings, for instance, might be 20. If, therefore, a merchant wants the rating of any consumer, the Bureau might give it to him as "20C" which shows the consumer's rating as "Prompt Pay" according to the experience of some retailer of men's furnishings. Each merchant has a key number and if he makes an inquiry of the Bureau regarding some consumer, this inquiry is noted by the Bureau in the column marked "Inquiries" in Form 2. In thirty and ninety days the merchant is called by telephone by the Bureau to ascertain what his experience has been with the individual. This form (Form 2) is revised each year.

On the back of this form certain information is given. It gives the occupation of the individual, where employed, his income, what rent he pays, his taxes, his habits, his age and whether married or not, the number in his family and their nationality, if a new resident where he came from, and the date of his arrival in Erie.

Form No. 3 shows the form used in connection with the collection of debts. If the account is not older than one year 10 per cent. is charged by the Bureau; if more than this 25 per cent., and the commissions earned are turned over to the Bureau, partially to defray the expenses of the Credit Department. The merchant makes out the bill in the regular way, giving full information such as date debt was incurred, name and address, with what collecting agencies account was formerly placed, and classification of account. The classification of account means that letters will be sent as follows: Class A, a mild series of letters is used; Class B, moderately severe letters; Class C, severe letters. On the Class A and Class B, a sticker is usually placed which reads "This is a reminder not a Dun." In addition to employing letters as a means of collection, personal calls are made and, in rare instances, the telephone. When a payment is made on account to the creditor or when an account is paid in full, the merchant is asked to advise the Collection Bureau without delay, as in many cases letters and personal calls are made on parties after accounts have been paid. This proves detrimental to the merchant's future business and has an ill effect upon the Credit and Collection Bureau.







The value of the annual production of Canadian woolens, 40,688,467 dollars, is distributed as follows:—28,018,565 dollars in woolen goods, 9,153,210 dollars in woollen yarns, and 3,516,692 dollars in wool felts. The number of employees in the making of woolen goods is 5,604, in the making of woolen yarns 1,206, and in wool felt plants 532. The salaries and wages paid in the three branches of the industry respectively are as follows:—5,407,515 dollars, 1,068,158 dollars and 535,690 dollars.

News of the death, in England, of Leslie H. Gault, former president of the firm of Gault Brothers, Company, Ltd., of Montreal, was received recently by relatives. Mr. Gault was born in Montreal 67 years ago and entered the firm of Gault Bros. & Company, general dry goods merchants, in 1871. He became partner of the firm in 1883 and was elected a director in 1896. He assumed the position of president in 1903.

Besides these positions, the late Mr. Gault was prominently identified in many other important mercantile corporations in this country.

He was a director in Gault's Limited, Winnipeg; Gault Brothers, Limited, Vancouver; Crescent Manufacturing Company, Montreal; Van Allan Company, Limited, Hamilton, and was prominently identified with the cotton industry in Canada.

The late Mr. Gault is survived by two sons and a daughter.

Major G. B. Johnson, Canadian Trade Commissioner at Glasgow, who has been making a tour of Canada, looking into trade conditions and opportunities for overseas trade, was a recent visitor in Montreal where he conferred with leading manufacturing and business concerns. Major Johnson later left for Halifax and the maritime provinces.

A. E. GREENE SALES CO.

Merchandise Sales Specialists. Conduct business building, reduction or complete closing out sales for retail merchants. Terms, dates & no obligation.

216 E. Main, Jackson, Mich., U.S.A.

Personal Touch in Business Letters

E. R. Fisher, of Ottawa, Gets Away From Circular and Stereotyped Letters—Addressed to the Person and Name Repeated in Body of Letter—Does Not Overlook the Ladies in His Solicitations

THE art of writing a so-called "personal letter" is probably one of the most difficult branches of the epistolary craft known. That is why the majority of retailers are content to send out mere printed circulars instead of contriving a real letter which will carry a genuine message and convey that much to be desired "personal touch." Printed circulars have many things to commend them, of course, but the least worth while of all such circulars is the stereotyped letter which begins "Dear Mr. Smith" in a distinctly different colored typing from that used in the body of the letter. Anybody who is not blind can see that these letters are issued by the hundred or thousand and they are treated with little respect and usually find a haven in the waste basket in short notice.

It has remained for one Canadian retailer, namely E. L. Fisher of Ottawa, to discover a way around the difficulty and to contrive personal letters which are as carefully read as the most intimate personal correspondence, which bear all the hall marks of an ordinary business letter yet which have been issued by the thousand in and around the city of Ottawa. Discussing the question of the value of this form of publicity with Men's Wear Review, Mr. Fisher spoke most emphatically in favour of a well written, correctly prepared and well-timed personal letter as a business builder. In his own words "there is no better way to get after business at the beginning of each season."

A Series of Letters to Men

Mr. Fisher's own method with these personal letters merits a detailed explanation since it is undoubtedly one of the most successful ideas which he has tried out. On the fifth of September last, thousands of letters were sent out from the Fisher store addressed to a picked mailing list of the best names procurable in Ottawa and vicinity. Each letter was typed on the store's own stationery of the double letter size variety and addressed to the recipient personally instead of to the usual "Dear Sir."

Furthermore, somewhere in the body of the letter the name of the recipient appeared again to still more emphasize that most desired personal touch. The letters closed with the words, "cordially yours, E. R. Fisher," the signature being an exact reproduction of Mr. Fisher's autograph and done in green ink.

On October 3rd a second letter was sent out embodying the same ideas but entirely different in message, and again on November 7th a third letter went to the same recipients with still another style of message. The three letters are reproduced herewith as an example of really worth-while personal circulars which have resulted in an increase of thousands of dollars' worth of business, traceable directly to the letters and the good will which they were instrumental in building up.

Letters Sent to Women Too

However, Mr. Fisher is not confining his efforts to gain new business this Winter solely with the men of Ottawa. On the contrary he is making a special drive to capture all the women's trade to be had, realizing that more than 50% of the purchases of men's wearables are made by women. On this account he has had prepared a series of three personal letters addressed to a picked mailing list of women also of Ottawa and the surrounding country which were sent out on October 17th, November 15th and December 5th. In the first letter the idea is stressed that the Fisher store is just as much intended for women as men, to dispel any idea that women may feel shy about coming in. In the second, the point emphasized concerned the courteous service provided by the store as well as the fact that the merchandise is always correct and of the kind appreciated by every man. In the December letter, of course, Christmas gift problems were touched on and an invitation was extended to the women to bring their gift problems to the store for solution.

This third group of letters has been equally successful and Mr. Fisher feels that just the right wording and the exact amount of personal interest was injected into them to ensure a genuine ring of sincerity in each one, judging from the expressions of appreciation received.

Nowadays, Mr. Fisher finds, the average woman who shops for men has got her requirements down to a science and it is nothing out of the ordinary for a woman to come in and ask for an outsize suit of clothes with the trousers shortened so many inches perhaps, or whatever other alterations she deems necessary, and take the purchase away with the utmost satisfaction to the rightful wearer who may never appear in the store at all. In dealing with women of such experience a man's store experiences no more difficulty than with the average male customer and Mr. Fisher takes care to lay stress on the fact that his store is first and foremost a man's shop even if women do like to buy there.

French Advs. in English Papers

Day by day of course there appears an item in the daily newspapers advertising the Fisher store, which is always readable and interesting, but on Mondays the English newspapers feature the Fisher adv. in the French language entirely, a fact which constantly calls forth curious enquiries from patrons. The explanation of this apparently incongruous happening is given by Mr. Fisher as follows:

"We have a great many French customers in both Hull and Ottawa who however buy and read the English newspapers every morning and evening. I think it advisable to run at least one French advertisement a week for them alone as it pleases them and is a subtle compliment after a fashion. Our English speaking customers frequently ask us why we run an adv. that they don't understand and we tell them the reason and they are all the more interested in the merchandise even if they have to get someone to tell them what it is all about. It is an idea that we have featured some time and we find it works out extremely well, for of course, it is the only French advertisement in the entire newspaper."

A "WEEKLY SPECIAL" IDEA

A new departure in advertising and sales ideas has been inaugurated by the Max Beauvais store of Montreal, located on St. James Street, which consists of a "Weekly Special" selected out of the regular stock and given an individual window display all to itself as well as considerable space in the store's daily newspaper advertisement. The central window of the Max Beauvais store is dedicated permanently to this feature and bears a neatly framed sign hanging from the upper frame announcing the words "Weekly Special" in white letters on brown. This special may be an odd line of coats, underwear, shirts, gloves, etc., and varies from week to week, the price in all cases being decidedly attractive.

The Max Beauvais advertising in the daily press has taken on a new form of late months and now reproduces a regular news column effect with heading, date and volume number included. A seasonable quotation from one of the literary classics is also a feature of the advertisement.

Letters to Ladies

Letter No. 1

Miss M. McCaffrey,
165 Nepean St.,
Ottawa, Ont.
Dear Miss McCaffrey:

Are your "men folks" careless about their buying? Most men hate to shop, and would sooner wear shabby things than take the time to visit a store for new ones. Therefore, the shopping falls to the woman. We wonder where the men would land, anyway, if it weren't for the women.

To find a store where you receive personal attention and intelligent advice is very hard. And then, too, there are men's furnishing stores where you hardly like to enter, feeling that you will be the only woman there.

We want you to feel that although this store sells men's wear only, it is for women as well as men. A great many women come here every day, and they are always pleased with the service they receive. The advice given by our salesmen, too, is always good, and you will please the men with whatever you finally select.

Won't you come in, Miss McCaffrey, and see what a nice store this is for women?

Cordially yours,
E. R. FISHER

October 17th, 1922.

Letter No. 2

Miss Helen O'Reilly,
380 Gilmore St.,
Ottawa, Ont.
Dear Miss O'Reilly:

Buying things for men is an awful worry, isn't it? And they so often refuse to do their own shopping. When you go to select something for a man, you soon see what you like, but you are afraid to buy it, fearing that he will make fun of your selection. Men seem to have acquired the habit of teasing the women about their taste in men's clothes.

If you do your shopping here you will always secure something that will delight a man. We carry a very wide assortment, Miss O'Reilly, and everything is the very best in quality, and style.

For birthdays, anniversaries, or for just plain shopping, you will always be pleased with what you purchase here. And you will receive the most courteous attention and kind consideration. Our service will please you, we are sure, and you will like our store in every way.

If you are thinking of doing any shopping for men, call on us for anything in our power to do.

Cordially yours,
E. R. FISHER

November 15th, 1922.

Letter No. 3

Miss Helen O'Reilly,
380 Gilmore St.,
Ottawa, Ont.
Dear Miss O'Reilly:

In view of the fact that it is the annual time for gift giving for everybody we are taking the liberty of writing you personally of a personal matter.

Doubtless, you have experienced a difficulty common to many in purchasing presents for the men of your family.

Letters to Gentlemen

Letter No. 1

Capt. William Smith,
457 Albert St.,
Ottawa, Ont.
Dear Capt. Smith:

We consider ourselves in business not for ourselves, but for you and our many other discriminating customers. We feel that we're really working for you.

Our duty is to keep in touch with the new styles and fabrics as they appear, to have a complete stock on hand at all times for your selection, and to see that you get the proper fit in your clothes and the quality that will make your purchase a good investment.

For these many years we have been giving every effort toword making this duty a real *trust*. The faith our customers have in our dependability places us in a position where we must "do or die." And we feel, Capt. Smith, that since the same men continue to call on us year after year, we have not tried in vain.

The designers have surely excelled themselves in the clothes now on display here for Fall and Winter. We extend to you a cordial invitation to come in and inspect them. There's no obligation to buy, of course, unless you feel so inclined. We're satisfied to have you visit us and compare our goods. Our prices and quality are convincing arguments.

Cordially yours,
E. R. FISHER

September 5th, 1922.

Letter No. 2

Mr. Harry Carter Dale,
Devonshire Place,
Ottawa, Ont.
Dear Mr. Dale:

We don't claim to know a thing about bungalows or automobiles. They're not in our line.

However, when it comes to men's clothes, we believe this organization belongs to the expert class. Years of faithful and diligent service, a careful study of your needs and the sincerity of purpose with which we consider your interests entitle us to this standing.

Consider this shop entirely at your service.....at any time. We're here to please YOU, whether it's supplying your clothes, or merely giving you information. "To serve" is our understanding of the word "service."

Many years of faithful and diligent service have established for us a reputation of reliability that we regard as priceless. For it is because we are dependable that the biggest men in Ottawa come to us for their clothing.

When you see our Fall line of stylish suits, Mr. Dale, you'll be just as enthusiastic over them as we are! Come in and look them over.

Cordially yours,
E. R. FISHER

October 3rd, 1922.

Letter No. 3

Mr. W. L. Allen,
Aylmer St.,
Ottawa, Ont.
Dear Mr. Allen:

Here's a store where you can feel just as free to drop in and look about as though you owned the place. We try, in

Endless hours spent in planning and buying and then a big disappointment.

Let us help you this year do your Christmas shopping for men in a high class Man's Store, be served by experienced salesmen who know what men really like. Be assured, Miss O'Reilly, our styles are right and conservative and the sizes absolutely correct.

We shall be delighted to let you have the benefit of our long experience in catering to men of good taste.

Cordially yours,
E. R. FISHER

December 5th, 1922.

fact, to make our friends feel that it's their store, and that they are welcome if they just stop in to say "Hello" as they would be if they were buying a year's supply of clothes.

The better we know you the better we'll be able, Mr. Allen, to serve you. We get to know your preferences and your likes and dislikes.

Right now, we are showing a wonderful line of the most stylish suits and overcoats in men's and young men's styles that you would see in many a day's journey.

Cordially yours,
E. R. FISHER

November 7th, 1922.

Men's Wear Markets at a Glance

(Continued from page 23)

Webbed Goods

Some sharp advances have been asked of the manufacturers of certain webbed goods lines for the materials they use in their output. Advances have been asked of the elastic webbing, the leather trimmings and the metals. One manfacturer stated that if he paid the advances asked on the trimmings alone it would increase the price of the finished article to the retailer by 30 cents per dozen. He did not pay it, but admitted that he might have to later on.

Christmas Goods

There has been a very lively demand for all kinds of Christmas goods. Tie manufacturers have been working hard to meet the retail demand. Everything in the nature of Christmas gifts has been in demand.

"INDIVIDUALISM AS A FACTOR IN AFFAIRS"

(Continued from page 30)

rie's experience as recited to the young men at St. Andrew's:

"So you will have to work harder. The Almighty doubtless could have provided us with better fun than hard work, but I don't know what it is. To be born poor is probably the next best thing. The greatest glory that has ever come to me was to be swallowed up in London, not knowing a soul, with no means of subsistence, and the fun of working till the stars went out. To have known any one would have spoilt it. I did not even quite know the language. I rang for my boots, and they thought I said a glass of water, so I drank the water and worked on. There was no food in the cupboard, so I did not need to waste time in eating. The pangs and agonies when no proofs came! How courteously tolerant was I of the postman without a proof for me. The magic days when my article appeared in an evening paper! The promptitude with which I counted the lines to see how much I should get for it."

Here Barrie catches the spirit. Life is a great adventure in which a man of red blood plays his part with joy in struggle.

Years ago, at the plant of the William Davies Company the level of the city drains permitted a minimum of fall to the Don River. In consequence, during high water, the street drains blocked and had to be opened. It was a particularly bad place for the workmen, as the ground had all been filled in, and mostly with cinders, hence there was no bond. On one of these occasions, the Superintendent of the work came into my office, mud from head to foot, and declared with enthusiasm "We have beaten every previous record in the time spent in openng and clearing the drain." Even in this class of work there is joy in struggle and achievement.

Suspicion, envy, hatred, with consequent unrest, have been unloosed in the world to an unparalleled degree. There is no world deliverance from this and the economic burdens of the war except through individual courage, with patience, individual acceptance of the spirit of obedience, with the individual hard work and determined saving, and, with it all, cheerfulness. If we have concurrent, purposeful, national and international action, planning for sound economies by Government, re-established exchanges and better understanding between nations, there will follow the gradual emergence from the present state of confusion and distress in Europe. Probably greater progress than known has already set in.

Few Serious Losses

Canada has had few serious losses to bear. We can accept our moderate discomforts with dignity and restraint. We can secure no early relief from heavy taxation. There can be no freedom for years from the drain upon our cash resources through overbuilt railways, now the property of the State but we have no cause for fear, if we play the game with high caurage—and do not leave our cheerfulness—whatever happens, we must not lose courage, or abandon a sense of individual responsibility. Taxation is troublesome. It arouses a sense of injury, with anger. This may be useful if it curbs new and extravagant national and municipal expenditures. But otherwise surely it is a mistake, unless the burden of taxaton is unfairly distributed. We fought a good fight. A great increase of national indebtedness followed, which must be met by taxation. There is a manlier way than scolding about the cost to us individually. We can still remember that the flower of our young manhood gave their services, and many of them their lives in the great struggle. If we have to go without some comforts because our share of the burden means the payment of heavy taxes, should we complain?

Slippy McGee said "Parson, think of me leading the brigade down here, keeping up the work, fighting things that hurt, and finding out things that help. Lord, what a chance! A hundred millions to work for, a hundred millions of one's own people, and a trail to blaze for the unborn millions to come. Lord God, that is a man size job!"

There is an honourable place for each man in Canada to do his job as well as he can each day, and that is the way the world's work, which matters, is done.

Hoffman, Ducoffe & Co., manufacturing men's and young men's clothing in Montreal, will, in future, be known under the name and style of University Clothes, Ltd. A general reorganization has taken place and practical executives and additional capital will enable the new company to handle their business better.

Suggestions for Showcards for Seasonable Merchandise

"A Window Without a Show-Card
is Like a Book Without a Title"

CLOTHING THAT IS DISTINCTIVE IN APPEARANCE

A TRIANGLE OF STYLE, QUALITY AND VALUE

BOYS' CLOTHES WITH A TRADITION FOR EXCELLENCE

EVENING CLOTHES EXQUISITELY FINISHED

COMFORTABLE HOUSE COATS FOR THE HOLIDAY SEASON

SOLID COLOR WASHABLE SHIRTS WITH COLLARS TO MATCH

REMARKABLE VALUES IN KNITTED NECKWEAR

THE VALUE OF THIS GARMENT IS NOT IN THE PRICE BUT THE QUALITY

KNITTED NECKWEAR FOR THE HOLIDAY SEASON

SILK SHIRTS FOR HOLIDAY SELLING

SILK CRAVATS SUITABLE FOR THE HOLIDAY SEASON

WARM, COMFORTABLE UNDERWEAR FOR THE COLD DAYS

WEAR ONE OF THESE COATS AND SING "HOW DRY I AM."

OUR MERCHANDISE IS WHAT WE SAY OR WE MAKE IT SO

COMFORTABLE, ADJUSTABLE CAPS FOR BLUSTERING DAYS

UNDERWEAR OF CHARACTER

HERE ARE A FEW SPECIALS OF OUR JANUARY SALE

WE WISH YOU ALL A HAPPY NEW YEAR

THESE ARE THE FIRST OFFERINGS OF OUR JANUARY CLEARANCE SALE

HEADWEAR OF QUALITY WITHOUT EXTRAVAGANCE

NEW AND OUTSTANDING CREATIONS IN HEADWEAR

HANDSOME STYLES AND SNAPPY FABRICS IN THE LATEST CAPS

HATS THAT ESTABLISH A STANDARD OF STYLE AND NEATNESS

THE NAME IS A GUARANTEE OF THE FAME

ATTRACTIVE NEW HEADWEAR CREATIONS

A COMBINATION OF EXCELLENCE IN STYLE AND WORKMANSHIP

KNITTED CAPS FOR BOYS AND MEN SUITABLE FOR WINTRY WEATHER

SOFT HATS IN CORRECT STYLES, QUALITY AND PRICE

SOFT HATS IN THE ROUGH FINISH

PASTEL COLORS IN NEW SHIRTINGS—WARRANTED FAST

Advocates Co-operation in Business

Co-operation the Gasoline and Harmony the Oil That Keeps Industrial Mechanism Running Smoothly—One Probable Weakness in Credit Men's Association is That Credit is Too Cheap—Suggests Forming Groups

By F. W. STEWART before the Canadian Credit Men's Trust Association, Limited, Montreal

THE greatest influence in commercial life to-day is co-operation. Co-operation is the definition of modern merchandising.

Without co-operation within and without an organization, it cannot show the development and expansion that it should, if all departments, inside and out, are working in unison and harmony.

Co-operation is the gasoline and harmony is the oil which keeps the industrial mechanism running smoothly, and which co-educated secure the greatest amount of motive from the equipment.

When the employees of an organization work with that harmonizing spirit which should exist between those of different departments, then will the organization get the best from its employees, and they will be giving the best that is in them to their employers.

Unfortunately few employees realize how necessary each one can be to the business, and how the actions of one or more can be detrimental to the organization, and how the acts and work of each one can help to develop or can be detrimental to the business.

Employees are inclined to lack a full realization of the effect of their work upon the sales of their company.

The work of each individual employee has its effect upon the development and success of the business they are connected with.

All Branches Co-operate

From the purchasing to the receiving department; the stock-room; the operating room; the examining and boxing; the warehouse order and record departments; the packing and shipping; the billing and posting; the passing of credits; and collections; the employees of these departments, outside of the actual selling by the salesmen, all have their bearing upon the sales.

Merchandise must be right, systems must give the best of service, employees in each one of the departments must be conversant with the effect of their work upon sales, and with the right kind of service, the service which brings results, it is with all these working in unison and co-operating to the fullest extent, upon which business can be successfully and profitably built up.

No matter how good the merchandise may be, or how much ability the salesmen may have, a business cannot grow as it should if employees in any department fail to do their part to bring the product up to the highest standard, and create and maintain a service which will be comparative with the merchandise or the standard of the company.

It takes years of work and service to create and maintain the goodwill of the trade, but it can be dispelled in a very short time by indifference or poor service on the part of the employees.

It is easy for employees to create ill-will and distrust; it is difficult to regain the confidence lost.

The success of your association is based upon co-operation.

Did not the members co-operate to give the information requested to complete the reports which are compiled for your members, your machinery would not operate, you would cease to function.

Of all departments of a business the credit department is the most important.

It is the department which has the greatest responsibility and receives the most criticism.

The desire to keep up volume of sales without sustaining losses; to carry accounts or be lenient under conditions as they are to-day, are big problems for the credit man.

Salesmen damn the credit department if orders are not shipped, and condemn it if shipments are made to firms who assign before settlement is made.

The sales department must link up closely with the credit department, if the best results are to be obtained.

If there were no sales there would be no credit department.

It is the duty of every salesman to supply all information at all times, in regard to any account on his territory, to the credit manager to help guide him in the dispensing of credits.

I would strongly recommend the forming of business groups of credit men, representing specific branches of industry, to meet regularly at intervals to discuss credit matters and report upon accounts which are delinquent or which are slow in meeting their payments.

Many customers who are weak financially may be materially assisted and put on the road to success and prosperity by being able to locate the weak links in their business, and by counsel and advice eliminate the causes for the conditions mentioned, and so create a desirable outlet, rather than have stocks thrown on the market, which will mean a loss to all interested.

By co-operative work in such methods, a distinct betterment in retail store managements and in business administration would no doubt be perceptible in due time.

I cannot too highly recommend the association for the advancement which has already been made in the creation of this group system.

Should Group Credit Men

I would suggest that the grouping of credit men in different lines of industry be considered.

By getting representatives of different branches of business to work and co-operate together, such as furs, shoes, dry goods, groceries and clothing, invaluable information could be secured to prevent the granting of credits to concerns who are not entitled to be given other than cash terms, and general credit information could be discussed and action decided upon, at the gatherings of such groups.

Credit Too Cheap

If there is any criticism which I could make in regard to credit men in Canada it would be that credit in this country is too cheap. It is too easy to secure credit. It is granted without sufficient investigation as to the financial standing of the merchant seeking credit.

Too many men start in business who are not qualified to be in business for themselves.

Seventy-five per cent. of men who go into business for themselves do not know anything about figuring expenses and profits.

Such men should not be granted a line of credit, for practically all of them eventually settle at a per cent. on the dollar and eventually disappear from the list of merchants.

It is the duty of all credit managers to ascertain the qualifications of a man who intends starting in business, as to whether he should be granted credit on the basis of his knowledge of merchandising.

When this is done generally then we will have better merchants and fewer losses.

Your association could not do a greater or better work for your members, and business generally than to imbue such methods into the minds of credit managers, and so promote and develop such co-operative actions and methods as will

(Continued on page 41)

Inaugurates a Neckwear Studio

Dave Livinson Tries A New Plan to Increase Neckwear Sales—Helps Xmas Buyers

Dave Livinson, the well known haberdasher of Montreal, has this month opened a "Neckwear Studio" on the floor above his new shop in the Orpheum Theatre Lobby on St. Catherine St., West. According to Mr. Livinson the idea is proving decidedly practical especially where seekers after Christmas gifts are concerned. The new department occupies considerable space and is reached by a staircase leading up from the main shop. The interior arrangement of the "Studio" is simple and as Mr. Livinson points out, has called for little outlay of money in the way of fixtures owing to a really original idea in the way of tie stands which he has devised.

With the aid of a quantity of medium sized nails of the ordinary sort, and some pieces of wood about two inches through in thickness, squared off and painted to match the type of mission fixtures used downstairs, Mr. Livinson has evolved a continuous tie rail running all around his new studio, upon which thousands of ties are displayed just above the level of the eyes in height.

The nails are so inserted into the wooden rails that they appear curved upwards, almost like a letter S, lying horizontally. One tie hangs over each nail, and the entire stock is classified according to fabric and pattern, that is to say, the knits occupy a section to themselves ranging in design from solid colors to fancy open stitch patterns while the cut silks are arranged in groups according to colors and patterns. Every tie in the "Studio" is priced at one dollar which simplifies salesmanship and selection on the part of the purchaser.

White Tags Record Sales

Whenever a tie is bought by a customer, the sales clerk slips a tiny tag, perforated with a punched hole, on the nail formerly occupied by the tie just selected. This little white tag shows that a sale has occurred and a fresh tie must be placed on the nail. Whenever a nail is found without a tag, it is clear that a tie has been stolen by somebody.

On the tables below the display of neckwear are ranged neat piles of shirts, neatly boxed individually. According to Mr. Livinson, it is most advantageous to show the ties against a shirt occasionally to enable a customer to get the best effect of the knot, etc. And in many cases, it should be noted the shirt is sold as well, although the shirts are merely accessories, so to speak, in the "Studio."

Outside on the street, the eye of the pedestrian is instantly caught by the sight of a number of green and black posters reaching up to the second story of the building, each of which announces some aspect of the store's holiday business in a manner at once amusing and catchy. For instance, one poster reads:

"Some ties make acquaintances,
My ties at a dollar
Make friends.
They're worth more."
And another:
"This is the time to forget the past
And remember the Xmas present.
My ties at one dollar.
They're worth more."

Economy in Boxes

Mr. Livinson points out that the average retailer, by exercising a little ingenuity, can effect a large reduction in the cost of holiday boxing if he will cut down the stock cartons in which goods are delivered by the makers, to make individual containers for gift merchandise. Mr. Livinson displayed a pile of neat, artistic boxes which had been remade in this way from shirt cartons. The joining, etc., was invisible and the new box was decidedly attractive in appearance. Where the sale of less expensive merchandise is concerned these made boxes solve the retailer's problem, as they cost practically nothing but the time taken to cut them down.

Cash In on Winter Sports

Montreal to Have Two Months' Carnival And Clothiers Will take Advantage Of It

Montreal retailers and others are going to cash in on one of the most profitable opportunities for additional business available for many years past, in the inauguration of a two month "Winter Sport Carnival" which is to commence right after Christmas and continue until the beginning of March. Plans as announced by the committee in charge demonstrate that a veritable whirlwind of Winter pleasures is planned and every single day out of the 8 weeks is to be filled with various outdoor activities including hockey, ski-ing, tobogganing, skating, curling, snowshoeing, ice-racing, boating, etc. In addition to various exhibitions, matches or races incidental to each branch of Winter sport, Montreal is planning to elect a Queen of the Carnival, a "Miss Canada," and also to reproduce scenes of typical Canadian winter scenes such as a sugar camp, an Indian settlement, and so on.

The committee in charge has distributed 60,000 booklets to interest tourist traffic throughout the United States and Canada, and it is anticipated that at least $5,000,000 will be spent in Montreal as a result of the Winter Sport activities which would not have been spent there otherwise.

Large parties from different cities will visit Montreal to participate in the various sports events and every local sports club is uniting in a wholehearted effort to make Montreal's first Winter carnival the biggest thing ever attempted in this country.

Opportunity for the Retailer

It does not take a great deal of imagination to recognize the fact that all kinds of Canadian made and British products which are suitable for sports wear or which are typical of the industries and life of Canada will be in demand with all these lovers of sport who are expected to attend at some time or other during the coming two months. Suitable apparel and accessories for our rigorous northern climate will be an instantly felt want with the majority of American tourists and, therefore, every sporting goods store, men's and women's clothing establishment, as well as all others which cater to the wants and needs of those who ski, curl, snowshoe, or skate, should lose no time in tying up their stores with the movement and keeping alive to every sporting tendency which can possibly be capitalized.

It might be mentioned as well that this eight week carnival is not only designed to interest tourists in the wonderful possibilities for sport which our Canadian climate possesses, but it has also had another effect, namely, to revive all sorts of leagues and other sporting clubs in connection with industrial firms in Montreal. It is announced by the committee in charge that employees of factories and stores and wholesale houses are all organizing such leagues and are being furthered by their heads in this effort, it being generally recognized that such a Winter carnival cannot fail but result in a revival of the old time enthusiasm for Winter sports among Canadians as well as tourist visitors.

Among the most enthusiastic members of the executive committee in charge of the Winter Sport carnival is Armand Dupuis, Secretary-Treasurer of Dupuis Freres, the well known departmental store of Montreal.

SALES IDEA FOR JANUARY CLEARANCE

(Continued from page 20)

underwear were pushed hard earlier in the season it would probably result in sales of single suits only. By midwinter the needs of the average man's wardrobe are manifest and the shrewd shopper—man or women—plans to buy enough to last over another year.

The Tooke stores are especially careful about their January sales windows and believe in showing all goods attractively instead of piling up merchandise in bulk to accentuate the sales idea.

Some Contests that Are Illegal

Guessing, Lottery, Punch Board, Wheels of Fortune and Shell Game Contests That Run Foul of Dominion Act Should be Avoided by All Merchants—Often Entered into Ignorantly, Not With Desire to Violate Law

By E. M. TROWERN

AT THE last session of the Dominion Parliament our association secured an amendment to the Criminal Code, which reads as follows:

"Every one is guilty of an indictable offence and liable to two years' imprisonment, and to a fine not exceeding two thousand dollars, who disposes of any goods, wares or merchandise by any game or mode of chance, or mixed chance and skill, in which the contestant or competitor pays money or other valuable consideration, or

"Induces any person to stake or hazard any money or other valuable property or thing on the result of any dice game, shell game, punch board, coin table or on the operation of any wheel of fortune."

Guessing Number of Beans in a Bottle Now Illegal

Previous to the passing of the above amendment to the Criminal Code, the Courts have held that guessing the number of beans in a bottle or other similar device was not covered by the Act, and as we had so many complaints regarding this matter from all parts of Canada, it was brought before the Annual Convention of the Dominion Board of our Association, and they unanimously decided to secure legislation to stop it.

This amendment was prepared and secured through the efforts of our association to prevent a host of schemes such as the above, which have for some years been creeping into the economical life of Canada, and which we believe tend to lower the trading policy of retail merchants, and do injury to the public as well.

Some of the members of the druggists' section of our association requested our opinion recently as to the legality of a proposal which was submitted to them, and which we understand was submitted to retail druggists generally, by a firm of manufacturing pharmacists, and which we understand was withdrawn when it was found that the above amendment to the Criminal Code made it illegal.

The proposal was as follows:

The firm offered to sell goods to retail druggists valued at seventy-five dollars ($75.00). Along with these goods they were to supply a doll valued at fifteen dollars, for which they asked nine dollars and forty cents. The company was to supply a pound bottle full of beans and also tickets and asked the retail druggists to give one of these tickets to every purchaser of the above preparations who purchased twenty-five cents' worth. The customers receiving the tickets were to have had the right to guess how maany beans there were in the bottle; the one guessing the nearest number of beans contained in the bottle to get the doll as a prize. The number of beans contained in the bottle was made known to the retail druggists and the drawing was to have taken place sometime in December.

All such schemes are now illegal, and if any such scheme, or schemes of a similar character, should be in operation in any city or town, and any retail merchant should have any doubt as to the validity of the Act and desires to test it out in the courts, we will be pleased to take charge of the prosecution.

On September 27th, 1922, a well-known firm conducting a department store, desirous of holding a special sale to celebrate the founding of their business, advertised and conducted a birthday anniversary sale. With every sale they made, and to anyone who asked for one, a metal coin was given bearing a number. Duplicates were kept and on the 16th of October the duplicates of the coins issued were placed in a churn, and a drawing was made to ascertain who were the winners of the prize.

On October 27th, 1922, the firm was charged in the Police Court, Ottawa, with having unlawfully conducted or managed a scheme, contrivance or operation, for the purpose of determining who were the winners of certain property, to wit: One automobile, one grafonola, one cabinet, one electric vacuum cleaner, one lady's coat, one stove, one set of dishes, one overcoat, one comforter, one smoking gown, one silk negligee, one blouse, one girl's coat, one boy's suit, one club bag, woollen blankets, one electric heater, one silk sweater, one electric iron, one pair of gloves, one hand bag, and one pair of stockings, proposed to be advanced, given, or disposed of by such scheme, contrivance, or operation.

Acted on Solicitor's Advice

In conducting the prosecution against the firm the Crown Attorney presented the following argument:

"It was an advertising scheme purely and simply, the firm expecting to be reimbursed for the expense for the cost of the prizes through increased sales, and where the discs were given to non-purchasers this was not done through generosity, but to try and protect themselves from just such a prosecution as this. I contend that what has been done in this case has been a direct violation of the statute, and that a conviction must be effected. Nobody believes the firm knowingly did wrong; it acted in good faith, on the advice of its solicitor, but it has erred, and the statute has been contravened."

The counsel for the company made the following statements:

"The difference between my learned colleague and myself narrows down to a small thing. There is such a thing as good will between a merchant and his customers. A merchant's business must be built up on the faith and trust that he can instil in his patrons, or he cannot succeed. If you find that the company has not acted upon this basis, then my client is guilty, but to reach this climax, you must disbelieve the evidence he has given that he did not enter into it for profit, and find that he conducted this scheme for motives of profit or gain."

Five Hundred Dollars and Costs

In giving judgment on October 31st, 1922, the police magistrate said:

"In weighing the Act carefully, I find that the accused has violated the law as far as carrying out a scheme of lottery is concerned, and I impose a fine of $500 and costs, and I also direct and order that the said goods of the company be confiscated and held and disposed of as the Attorney-General may direct."

The above cases give further evidence of the necessity of all retail merchants keeping in close touch with our association in all matters of a commercial character; it is your association, and it is equipped to take care of your interests; we ask you to use it.

If you hear of any violations of the above Act, please notify the Secretary of the Provincial Board of our Association in your province, and they will receive our immediate attention.

The above cases cover in a general way most schemes of this sort. They all vary, of course, more or less in detail, and for this reason we ask all of our members—those who may be induced to enter into any such plan, or those who are opposed to all such measures—to submit to us, through the Secretary of the Provincial Boards of our Association, whose addresses appear hereon, any plan that may be suggested to our members, or any plan of the sort that is now in operation, and we will gladly give you our opinion regarding same.

"You're Fired" Said the Proprietor

Here is the Story of a Salesman Who Sold Pillow Shams, Pants and Hats by the Enforced Method and Lost His Job Thereby—Ruining Bed-Steads, Misrepresenting Pants and Making the Mayor Ridiculous by Selling Him a Hat, Were in His Line

"YOU'RE fired."

The propriteor of the store spoke the words gingerly, for behind them was a story and a strange coincidence. And behind the story again is a might good moral.

Starting in Business

Many years ago in a little western town a young man started in a very small way in the clothing and furnishing business. The amount of capital he had was limited, but he had an abundance of energy and a good business head. He had been looking for a long time for the opportunity to start out for himself and now that it had come he determined to make the best of it.

He was not disappointed in his first business venture. The business grew because it was founded on principles that make any business grow—good merchandise and service. As hackneyed as the two words are, there are scores of merchants who have yet to learn the alphabet of these two principles of modern merchandising.

Pillow Shams

Not long after this young man started in business he took in a partner—not in the business but in his home. He got married and started housekeeping in such circumstances as his moderate means would permit. One of the articles of their new household effects of which the happy young couple were very proud was a walnut bed-stead.

One day a salesman came to the door selling pillow shams. He was of that too well-known type who could not be driven away and would not take "no" for an answer. The young wife said she did not want the pillow shams, but the salesman pushed his way into the house and into the room where this handsome bed-stead stood. Almost before the lady of the house knew what was happening he had fastened the pillow shams on the head of the bed. The sale was made—it was forcibly made. To have removed the shams would have been to disfigure the bed because they were screwed in.

When the young husband came home at noon, his wife was in tears, lamenting the disfiguration of the bed-stead and incensed because she had been forced to buy that which she did not want.

The Scene Changes

The scene of this little story changes. Prosperity has been the just reward of this young man and he has moved to a distant city where the store is much larger, the business bigger, and time has healed the wound caused by the sale of the pillow shams some years back. But it is not forgotten.

The accompanying story is a true one told to the writer by a man whose name is a very familiar one in the clothing business. There is a splendid moral in it for every salesman. There is a difference between intensive persuasion and finding out what the customer wants, what suits him and then selling it to him. The former type—of which the salesman in this story was an ardent admirer—is, perhaps, a too frequent type met these days. But Gordon Selfridge, the noted London, England, retailer, says that the latter type—which is the type seen and heard in the big Paris stores—results in five department stores in Paris each doing one hundred million dollars' worth of business last year—more than any department store in New York. And New York is much bigger than Paris.

The proprietor has inserted an advertisement in the paper for a bright, intelligent salesman. The applicant duly appears with recommendations that seem to justify a confidence in his ability to sell goods. He is engaged. He certainly can sell merchandise— the proprietor admits that—but an uneasiness grows in the mind of the proprietor because of his methods.

Selling Pants

One day a customer comes in for a pair of pants. This salesman is in the midst of serving him and the ears of the proprietor are taking in what is being said.

"Oh, yes, they are all wool," said the salesman in reply to a question from the customer.

"Pardon me," said the proprietor as he walked over to the customer, "my salesman has misinformed you about those pants. They are not all wool But for what you want them for, that is, working pants, you will find them even better than all wool because they are stronger and will stand the wear better. We have all wool pants if you want them but these are not all wool."

After the customer went out, the proprietor gave the salesman a talking to. He told him most emphatically that merchandise in his store should not be misrepresented, that sales did not have to be made that way, and that only a disservice was rendered both to the customer and the store when a sale was made under false pretences. But the lesson was soon forgotten.

Selling a Hat

One day as the proprietor of the store was about to go in it, the mayor of the city came out—he was a personal friend —with a very funny looking hat on his head. For years the proprietor had sold the mayor his hats, knew exactly what he wanted and there was never any question about it.

"Where did you get that hat?" asked the proprietor.

"I just bought it in your store from your salesman," said the mayor, "and I am as mad as I can be about it. It is not what I wanted at all, but he simply shamed me into buying it."

"Come back with me," said the boss. Turning to the salesman he asked to see the old hat that the mayor had left in exchange for the new one. He took the new hat off the mayor's head and put back his old one and gave him his money back.

"We are just out of your particular hat but I will order one for you right away and will have it in a few days. We certainly do not want you to go out of this store with that kind of a hat on your head. It looks like the devil on you."

Conclusion of the Story

"Did you ever sell pillow shams in the little town of ——," said the proprietor to his salesman.

"Yes," was his reply.

"You're fired," was the irate reply of the proprietor.

In truth, it was the same man who had brought the first grief to the little, new home of the proprietor and his wife many years ago. The knowledge of that injury with further evidences of his altogether false conception of salesmanship resulted in hasty action.

SALES MANAGER
ROYAL TAILORS

Tom Moore, known to the trade for eighteen years in his capacity as traveller with the House of Hobberlin, has gone over to the Royal Tailors of Toronto. Mr. Moore is now the Sales Manager of the Royal Tailors.

The Art of Showcard Writing

Describing the Layout and Lettering for Posters and Showcards Advertising the January Clearance Sales—How to Obtain Attractive Effects, Design and Coloring—Ornamental and Conventional Styles

By JALEXO

WE have seen enough and to spare of the sale poster that flaunts cranes in a sky and ducks in a pond. That's the kind of poster one looks at but seldom reads. There is a certain other kind of poster however, that is made to be read and remembered; it is the poster that subordinates the decoration to the lettering. As weeds are a drawback in the ground where flowers should grow, so is excessive decoration a detriment on the poster where lettering should show.

There should be no difference in the poster used in the cities from that used in the smaller towns where the agitation of the cities does not reach. The poster that looks attractive in one place is bound to look equally attractive in another. There is no exclusiveness about city posters that cannot be obtained in the country.

Appropriate Sizes and Shapes

The most satisfactory poster delivers its message readily and at the same time focuses one's attention on the window. The depth of such a poster should not reach below the level of the eye. In other words, the bottom of the poster ought to be at least six feet from the ground. This permits a clear view of the window and its contents and on the whole is infinitely more presentable to both the customer and the store. The poster requires careful handling. Nothing so mars the effect of a sale as unsightly window announcements. The poster might easily be large and impressive and yet appear neat and pleasing.

The average poster takes an oblong shape, and many desirable effects may be worked out in this style. This kind of poster may show display lines straight or curved, and the same rules hold good for the poster work as for showcards. The dominating words should be made to stand out in bold relief so that he who runs may read. The lettering should be clean-cut so that there will be no doubting the purpose of the message.

In the case of a poster measuring nine feet long by three feet deep with the inscription, "Great January Clearance," the size of letters, border and coloring may take any one of a number of forms. The writer recalls one particularly attractive poster containing the beforementioned inscription and has had it reproduced in the accompanying illustration. The lettering was done in an excellent poster style showing an attractive brown color with an outline of yellow striped around each letter. The poster itself was in a tan shade and was decorated with a wavy line border done in a color slightly darker than the poster. The entire color scheme presented quite a striking appearance and is worthy of repeating in any store today.

The "Pre-Inventory Sale" poster was sufficiently attractive to warrant reproduction in this treatise. The poster in this case was tinted in a pale green. The lettering was done in ultra marine blue showing a yellow stripe running through the component parts of each character. The sketch of the "sweeper" and the ribbon border effect were both done in a harmonizing shade of dark green. This on the pale green ground produced a pleasing poster. A character sketch of the sort reproduced on this poster is easily sketched even by one who has little, if any, artistic ability.

Another poster quite as remarkable as the foregoing, and which is likewise reproduced herewith, contained the words "January White Sale." It was a study in blue and white. The poster was white. The border lines were done in pale blue. The curtain effect above the oval was done in a shade of blue somewhat darker than the borders yet not so dark as the lettering. The lettering was in royal blue and overshadowed everything else. The modified style of lettering was less severe than the plain block and was decorative without being freakish. The size of this poster was approximately 3 x 3½ feet.

The illustration which shows the man and the box is simple and realistic. The box offers a tempting surface for embellishment, so we have "Clearance Sale" lettered on it. This atttractive sketch done in red and black on a card 22 x 22 inches attracted considerable attention. The color scheme was something after this fashion: The man, lettering and box were in black, and the border lines were in light red. This kind of card as you can see is not difficult to do. The color scheme might be altered to meet any requirement. The box could be in natural shade with blue lettering; the man in black and the border lines in pale blue; all on a white card.

Since the lettering, borders and sketches on these posters are interchangeable, the showcard writer ought to find no difficulty in producing different effects, according to his individual ideas. The example shown here will give the reader some idea regarding the extent to which the decorative motifs may be carried out without detracting from the legibility of the poster. Each example contains as much art work as the subject will bear, and to add further embellishment might seriously impair the balance and technic of the work.

The season of clearance sales will soon be upon us. There will be posters galore attesting all manner of sale an-

nouncements. It is not a bit too soon to begin planning your posters for the big event. The store that embodies some attractive color scheme and lettering in its posters will be in a fair way to secure more attention. After all it is largely a matter of a little extra time and care to turn out something different in posters. The card writer should be too much of an enthusiast to relax his efforts without succeeding in his object. So this coming season let us have posters that are uniquely smart.

WE HAVE A NEW DESIGNER

(A well-known retailer contributes this bit of poetry, stating that it is one of the familiar songs of the month).

Now, Mr. Dennis; I've goods here,
That splendid value surely are;
I sell them everywhere I go,
To merchants near and far.
They are a nifty line of goods—
You cannot buy a finer;
I know they'll suit you to a tee—
We have a new designer!
I've British and Canadian cloths—
The very newest nobby line;
Within the sleeves of every coat
There's silk or satin fine.
For dressy suits to quickly sell
You've never seen a finer;
Let me impress upon your mind
We have a new designer!
These suits will like the sample be;
All buttons will be firmly set;
For workmanship throughout complete
They've ne'er been equalled yet.
They're better than our former best—
In every way they're finer;
Now, Mr. Dennis, don't forget
We have a new designer!

CO-OPERATION IN BUSINESS

(Continued from page 36)

prevent men from leaving lucrative positions, to take the responsibilities of proprietorship when they are not qualified to do so.

I congratulate you upon the excellent work you are doing as an association, as you are giving the most desirable credit information which is supplied from any source, and I know of no reason as to why every commercial concern should not be a member of your association.

I hope that your organization will grow in number and in its usefulness to the commercial community, and that your work in future will be such as will allow manufacturers and wholesalers to distribute credits which will be fair to the retail merchant, at the same time permitting the losses in bad debts to be held down to such an extent that it will always be of the utmost advantage to all commercial interests.

The annual banquet of the Hodgson, Sumner Company Ltd., of Montreal, will take place on December the 28th next.

Color and Combination in Display

A. L. Bronskill Gives Interesting Address to Toronto Display Men's Club Dealing With Layout of Window and Method of Securing Proper Balance—Club Members to Hold Dance in January

"COLOR and Composition" was the subject of a very interesting address given by A. L. Bronskill to the Toronto Display Men's Club on the evening of December 4th. Mr. Bronskill is a designer of fixtures and this work has brought him in very close contact with some of the problems of the window display man. During the course of his address, Mr. Bronskill developed the idea that the display man should plan his window on paper before he actually starts the work. At first, he said, this would be difficult; but in time when he became accustomed to proportionate spaces indicated on the paper plan, he would know exactly what amount of merchandise would go in the window—a very useful bit of information for the display man when he was asked to put in a sale window, for instance, when quantity merchandise was required.

Work By Plotting

In his opening remarks the speaker said that any window, in respect to the fixtures to be used or the elevation, could be worked out by plotting on the square plan just as the surveyor went about his work. The window and the background could be squared off as a checkerboard. By doing this it would be found that there was usually space for each article that was to be displayed. In this kind of layout, however, there was a danger of having it too well balanced, there would not be enough variety; this could be overcome by running diagonals both ways which would make a diamond. Of course this did not mean that one article should go on each square; one article might take four squares and one single square might be used on each of four squares in the corners of the window. This would give a fair window composition. Mr. Bronskill pointed out that there were such articles as scarfs, draperies, ties, etc., that could not be laid straight on these squares; but with these a corner of the square might be taken and the article worked around this corner.

Unbalanced Balance

Mr. Bronskill referred to the unbalanced balance that sometimes developed out of a too well-balanced window planned on this square idea. To overcome this, he suggested that a very tall article might be put in one corner with a much smaller one in the other. This would give the unbalanced balance around which the symmetry of the whole window could be developed. The speaker said that in working on this square plan it might be found that there was too much space between articles. He advised working in threes; in this way it would be found that the odd numbers were the squares to show goods on.

Colors

In speaking of colors, Mr. Bronskill said that yellow gave the strongest light and reflection; if the sun were not yellow, he said, we would not have nearly as much light as we have. In using red, one-third more might be used than yellow, but in the case of blue there was a drop in its value because it lacked strength and vividness. Only about 25 per cent. of blue should be used. This proportion would about evenly balance the color scheme of any window.

Making a Plan On Paper

Mr. Bronskill advocated the planning of the window on paper before the work was actually done in the window. For some months, he said, this would be disappointing until the scale of the window was thoroughly understood from the paper sketch. After a time, however, this would give the display man an actual control of the window. and no matter what merchandise was to be displayed, he would know what quantity would go in the window and the actual spot it would take in the complete display. This would come in very useful, he said, when a sale window was to be arranged and when quantity merchandise was the principal thing to be considered. The display man would know in a minute whether all the merchandise that the department manager or the proprietor might desire to use would go into the window space.

Are Holding a Dance

The newly-formed club got off to a good start at this meeting. There were about fifty members there and the officers have now enrolled over sixty-five members. Much interesting business was transacted and the announcement made that the club is endeavoring to secure Clement Keiffer Jr., of Buffalo, for one of the early meetings of the club. It was also decided to hold a dance sometime in January and the amusement committee is taking steps to make all arrangements for the same. It was decided to hold the meetings until further notice at Hunt's store near Bloor Street.

A pleasant feature of the meeting was the attendance of two window display men from Oshawa.

The Congoleum Company of Canada, Montreal, report the completion of an addition to their plant which will allow an increase in output of fifty per cent.

NEWS OF THE CLOTHING TRADE

Sandy Corbet has opened a store at 195 Union street, St. John. He opened on November 25th.

Premier W. L. MacKenzie King was recently presented with a suit length of cloth manufactured by one of the Canadian woollen manufacturers.

Several suits and overcoats were stolen from the store of R. A. Holden, Preston, on Sunday morning, November 19th. This is the third robbery in two years.

A new specialty shop has been opened under the name of the R. F. Minty Hosiery Co. Ltd., at 468 St. Catherine St., West, Montreal, which will carry a line of fine novelty hosiery exclusively.

Mr. G. T. Milne, British Senior Trade Commissioner for Canada and Newfoundland, sailed for England on November 22, having severed his connection with this branch of the service.

Stanley & Bosworth have recently issued a very attractive eight page folder containing cuts and descriptions of some of their Christmas lines. It is contained within a red cover on which is a slogan "From his shop."

Well dressed Frenchmen are hoping that King Alfonso of Spain will wear a soft collar at dinner functions during his forthcoming visit to France. The Prince of Wales has already given this collar such a place in England.

T. Masse has opened a men's clothing and furnishing store on Notre Dame Street, West, adjacent to St. Peter Street, Montreal, having sold his former store in Verdun. A full range of clothing is being carried in stock in addition to a separate haberdashery department.

Mrs. Margaret Wood, formerly of Rexton, N. B., claims to have made the first pair of trousers ever worn by Rt. Hon. Andrew Bonar Law, the new Prime Minister of Great Britain. Mrs. Wood states that she was then a young woman living at the home of the Rev. James Law, and made the trousers out of an old pair of the clergyman's.

Announcement is made that still another real estate deal has been made in Montreal recently by means of which the premises of many stores will be affected. A big ten story block of offices and stores is to be erected on the busy corner of Peel and St. Catherine Street, West, involving the removal to other premises of many well-known firms. The new building is to be started early in January and will be among the finest of Montreal's commercial blocks when completed.

The death is recorded on November 30th in Montreal, of J. J. Westgate, the well-known manufacturer and capitalist who founded the Hudson Bay Knitting Company in 1889, one of the outstanding manufacturing industries of Montreal. Mr. Westgate was born in 1861 and began his career as a salesman with the Slater Shoe Company, becoming vice-president of that company after five years of service. He later became president and general manager of the Hudson Bay Knitting Company and was largely instrumental in effecting the amalgamation of all the large rubber companies in Canada.

Among his other successful organization ventures was that of the Canadian Light and Power Company, of which he was the principal factor. He brought about the locating of the Armstrong Whitworth Company, Ltd., at Longueuil.

Mr. Westgate was a director of Lachine Rapids Power Company, and a number of other real estate and industrial concerns. He was a past vice-president of the Homeopathic Hospital and was a life governor of the General Hospital and the Western Hospital. He was a life member of the M. A. A. A., a member of the Automobile Club of Canada, the Canadian Club, Royal St. Lawrence Yacht Club, the Board of Trade, Dorval Jockey Club, Blue Bonnets Jockey Club, Engineers' Club and the Canada Club.

He is survived by one son, G. S. Westgate, and four sisters, Mrs. P. W. McLagan, wife of Mayor McLagan, of Westmount; Mrs. C. L. Walters, Mrs. R. Lucas of Lachine, and Mrs. H. F. Moulden, of Winnipeg.

SIX WAYS TO STIR UP IDEAS

Shut the desk and mix with the customers in the store.

Go window shopping down the street and keep your mind open for suggestions.

Ramble through a bunch of current magazines and see what the editorial matter and ads may suggest.

Go to the movie and study how the scenes and titles are arranged to dramatize human interest.

List a dozen articles in stock and write under each, six uses. This will always bring out some new ideas.

Go to the library and read the newspapers from other cities, studying the ads.

The Prince of Wales, who is credited with having set the styles in the matter of the bow tie, the colored collar, the tilted silk hat, fancy socks and other styles, recently introduced the Tuxedo as a dinner suit. Formerly this has been regarded as too informal for formal occasions and too formal for informal occasions.

Announcement is made in Montreal of the formation of a new clothing firm under the name of Lippe & Gariepy Ltd., who will manufacture men's clothing in the premises located on St. Lawrence Boulevard formerly occupied by the firm of Gariepy & Frank. Mr. Lippe, was formerly connected with the firm of Fels and Lippe. The latter firm will be known in future under the name of D. Fels & Son.

Blumenthal Sons Company, of Craig Street, Montreal, staged a monster sale this month in order to make new friends for their new store in the downtown district. As a special inducement an offer was made to give away free a suit or overcoat worth $22.50 to the first five men who bought either an overcoat or a suit at the store. Thus the purchaser would get an entire outfit or else two suits or two coats as desired.

In order to take advantage of the shopping facilities which will be offered by the new street known as Mount Royal Place and which will flank the southern extremity of the new Mount Royal Hotel, owners of properties on St. Catherine street, between Peel and Metcalfe streets, have tacitly agreed to make improvements in the rear of their buildings so that an arcade may be developed between the hotel and the retail shops.

Kenneth Raymond, son of R. B. Lindsay, secretary-treasurer of Holt Renfrew & Co. Ltd., died on Nov. 25th last, at the home of his parents, Cote St. Antoine Road, Montreal. A native of Quebec, he was educated at Stanstead College and McGill, later serving in France with the 42nd battalion. Returning after the war, he joined Holt Renfrew & Co. and was in charge of their Banff Springs Hotel exhibit when he was taken ill.

History and Making of Gloves

First Gloves Made in 814 A.D. But Not Till 1066 Did They Become Accepted Article of Men's Attire—Industry Started in America in 1760—Process of Manufacturing Gloves an Intricate One—Dressing and Dyeing

GLOVES have a history of more than usual interest which in part accounts for their present day standing among the various articles of attire which are accounted necessary in the wardrobe of the well-dressed man. Dating back to prehistoric days, leather gloves were worn by the ancient cave dwellers, traces of them having been found showing that leather thread was used to stitch the gloves together. The ancient Greeks also wore gloves, although more as a protection for the hands when doing heavy work than for dress purposes as was the case with the Romans who wore them as a badge of rank as well as ornaments. Not until the time of the Norman conquest in 1066 did gloves become an accepted part of masculine attire in northern countries and were only introduced then on account of the fashion of carrying a pet falcon on the wrist as was the custom and popular sport of the time. During the eighth and ninth centuries they were worn chiefly by persons of noble birth and were considered as a sign of rank, being removed as a token of respect before a superior as in churches. They were worn in the hat as favors and cast down on the ground in challenge to combat. By the sixteenth century gloves were worn by all classes and then, as now, were made of silk, worsted and leather. Those worn by the wealthy were elaborately ornamented with embroidery and lace.

First Gloves Made in Europe

The earliest glove makers in history were the monks under Charlemagne who lived around 814 A. D. and who granted to these early craftsmen the unrestricted right of hunting in return for making gloves, girdles and book covers from the skins of the deer they killed. In these early days gloves were made without fingers and were made also by the Germans and Scandinavians in the eighth and ninth centuries, but in the year 1190 a guild of glove makers was formed in France which took upon itself the task of maintaining honest workmanship among glove makers, and of introducing constant improvements in the methods of manufacture. In Scotland the glovers of Perth were incorporated in 1165 while London glove makers became known from the year 1349. For many centuries France has excelled in the quality of gloves manufactured in some of her cities while in America the making of gloves dates back to the days of Sir William Johnson who induced several families of Scotch glove makers to settle on his grants of land in the year 1760 and these makers brought with them the necessary patterns and materials and established the glove industry on this continent.

In the construction of kid or leather gloves no fewer than thirty pieces of leather are required to complete even the most ordinary looking glove. First of all, the raw or "brute" skins are selected by brokers whose business it is to scour the country districts of Persia, Africa and other countries where hides are available of the right quality.

The raw skins are carefully picked by these buyers for the reason that skins differ so greatly in quality and it is necessary to get as many pairs out of one dozen skins as possible. Twenty pairs of wrist length gloves is considered as a good average. The skins most favored are white-haired goat skins because they are easier to dress than those with black hair.

Dressing Process is Complicated

The first step in dressing consists of removing the hair and ridding the skin of any fat, after which the skins are graded in three groups, called medium, fine and superfine. They are placed in cold water for 48 hours, thoroughly washed in running water and finally soaked again for another 48 hours in cold water.

A lime bath follows in order that the skin may be softened and the hair loosened, this process requiring from 10 to 25 days, depending upon the origin of the skin. Extraordinary care has to be exercised in this process, lest, the skins be spoiled by being left in too long. They are tested every 48 hours to see if the pores of the leather have opened enough to permit removing the hair.

Another cold bath follows after which the skins are scraped to remove the hair and then all traces of the lime are removed by a hot chemical bath. Next the skins are put on wooden blocks and scraped again before being given another hot bath to expand the pores. A bran bath of lukewarm temperature follows, in which the skins are kept moving alternately soaked in bran and scraped until the dresser considers that they are of the right texture.

All these scrapings and soakings naturally reduce the quality of the skins so that artificial means have to be resorted to, to enrich and beautify the texture. So for 24 hours the skins are placed in a mixture made of egg yolks, meal and alum which nourishes them and later they are dried in a current of heated air, bundled in packets of 72 each and left for a fortnight or longer in a dry storeroom.

In order to make the skins supple and soft after all these processes, they are put through another cold water bath and a set of rollers, after which they are passed, flesh side out, over blunted steel knives before being passed for sorting and grading prior to the dyeing process.

Dyeing is Intricate Process

An expert is called upon to decide what colors are best suited to the texture and quality of the various skins, for the color value is a matter of vital importance. The greater number of skins can be depended upon to dye black or bleach white, but obtaining tans and greys requires judgment and no little skill. The dye is brushed on by hand in several coats until the desired richness of color is obtained, by which process the under side of the skin remains white. Cape skins and other heavier leathers are usually dipped in the dye which colors both sides. Exceedingly great care must be taken to ensure the shades matching and being even all through.

After dyeing, the skins are given to the cutters who reduce the skin to uniform thickness with a broad flat knife, after which they are cut into oblong pieces, known as "trunks" out of which the glove sections are stamped later. The cutters must first ascertain whether the glove is to be pique, prixseam or overseam style and then endeavor to cut as many oblong pieces as possible without waste. The scraps are saved to be used for piecing and binding.

The Final Touches

After the stamping process comes the embroidering which may be either handwork or machine, then the sewing of the glove itself, the addition of clasps and the finishing, which includes laying the gloves on steam tables to give the final softening.

As can be judged, each of these many processes is important and calls for expert workmanship which naturally has an appreciable effect on the price of the finished gloves. Manufacturers have to invest large sums of money a long time ahead in the making of enormous quantities of gloves, and heavy losses are frequently suffered through such extra items as transportation charges, customs, insurance, packing charges, or even a cancellation of orders and adjustments for defects. For notwithstanding the skill employed by the glove makers, flaws inevitably occur, and a certain percentage of defects is naturally allowed for each season. But taking into consideration the complexity of operation in the making of gloves, the industry has built up an enviable reputation for itself which is based upon both art and mechanical skill, which together have evolved from the old time clumsy hand covering, a new conception of utility combined with beauty.

An unsuccessful attempt was made to rob the store of the Tailor Craft Company, 275 Yonge Street, Toronto, on December 10.

The Turnover System—Does it Pay?

The Experience of Two Exclusive Men's Wear Stores in Cleveland—One Uses it Successfully While the Other Thinks it no Good—Their Reasons for Their Conclusions—Carefully Study the Character of Their Trade and Adapt System to it

THERE always have and there probably always will be differing opinions with regard to the turnover system. Whether or not it is wise to turnover a customer to some other salesman when the sale seems to be slipping is a debatable point. There seem to be arguments favoring each contention, arguments that are backed by figures which, in the language of the old saying, cannot lie. When a man tells you that he can trace forty or fifty sales in one week that would have never been made if the turnover system had not been used you come to the conclusion that, as a system, it is justified, that if it will work with such splendid results in one store it will do the same in the other. And then you go to another store and they tell you they think it is no good. Why, you ask. And they tell you that their customers are old established customers who have been with them for many years. They know the store; they know the merchandise carried. Moreover, they know what the turnover system is and they don't like it. They don't want to be shifted here and there, the victim of more than one salesman. They know what they want and if the particular salesman who waits on them does not know his stock they either prefer to go out and return to another salesman or go to some other place. But they don't want to be persuaded into buying something they don't want and that is what the turnover system means to them.

Two Cleveland Stores

During a recent trip to Cleveland, Men's Wear Review discussed this system with two of the leading exclusive men's wear stores. In character, the stores are quite different. The methods of the one would be considered very conservative; it is an old house looking back on nearly a half century of successful merchandising. The store does not like the turnover system. They have given it a trial but have dropped it. They say that their customers are old ones, fully appraised of the merchandise carried and of the general character of the store and its methods. They don't like "intensive persuasion" because they think someone in the store with a particular gift of speech and persuasion has been set upon them to try to make them buy when they are not even averse to buying if they see exactly what they want. It isn't persuasion they want, it's merchandise, and they know the kind of merchandise they want. If their customers think that pressure is being brought to bear on them it irritates them and they begin to keep shy of the store in future.

This store, however, comes to the assistance of a salesman who feels that he is losing a sale. The head of the department moves freely amongst the salesman. Perhaps some indication is given by the salesman that he would like a little help with a sale. That help is forthcoming. The head of the department interjects a few new ideas about the merchandise, its suitability and its quality. That's all he does and after he has done this he leaves the salesman to complete the sale. It generally works and, according to the manager of the clothing department in this store, no unpleasant feeling is created such as they believe would be created if they used the turnover system.

The Other Store

The other store is one of the new stores in Cleveland, looking back over slightly more than a decade of successful merchandising. Their methods would be considered very aggressive which does not mean, however, that they lack courtesy in the slightest degree or that they aim at simply making a sale at any cost. They think it is possible to strike the even balance between good salesmanship that completes a sale without offence because the customer came in wanting to buy, and that kind of salesmanship which really forces a man to buy against his will. Their belief in the turnover system is founded on a conception that there is something in personalities that either harmonizes or works at cross purposes. A customer may come in and be handed over to Mr. A. As the conversation between the salesman and the customer develops, the salesman begins to realize that a jarring note is creeping into it. He sees that he is losing his grip on the customer, that the sale is slipping, and that the time has come when the turnover system should be put into operation. He takes it for granted that the customer wants to buy, else he would not have come into the store. At least, he is a potential customer and, being so, it is the store's privilege to use all the legitimate arts of scientific salesmanship to effect a sale. Therefore, he turns the customer over to another salesman. It is often done by a simple little artifice. Perhaps the salesman says to the customer, "Perhaps Mr. B. has something in his stock that will be more to your liking." The customer, in the majority of cases, does not know the reason for handing him over to another salesman. The manager of the clothing department told Men's Wear Review that their salesmen were sufficiently experienced to realize when the sale was slipping from them and that they turned over the customer without any feeling of ill-will. It was in this store the manager told us that they traced forty and fifty sales a week that were made which otherwise would have been lost to the store.

Which Is Best

So there are the two views expressed by two successful dealers. We talked the same matter over with other managers in other stores and the opinions were about equally divided. The conclusion of the matter to us seemed to lie in the character of the trade done

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THE GERM OF CAPITALISM

(By Lord Leverhulme)

Shall we take the the growth and development of a capitalist, and see how he begins?

I venture to say, if you will search back during the last two thousand years, you will come to this germ growth of a capitalist. It has been so in all ages; it is so to-day. We will take six young men entering any trade, engineers, or whatever it may be, at the same time, approximately the same age. One of them takes the view of what is outside the wage envelope, he is hard-working and saves. The other five, like the man with the one talent, have no sin; they are simply pleasure-loving, easy-going, and they never think very much about to-morrow. When their money comes it is spent, but they have no sin, no vice—they are merely pleasure-loving, easy-going.

Now, the young man who saw more outside his wage envelope saves and prepares a home and marries the girl of his choice. In process of time he is made foreman; a little later on he is made manager; a little later on he is an actual employer himself, and further, later on in life, the other five—who have committed no sin, remember—seeing him go past in his motor-car, with smiling wife and bonny children beside him, wonder how it is, and they come to the conclusion that it is the capitalistic system that has placed one man in the motor-car and left the other five just where they were when they began. They adjourn to the nearest public-house, and pass resolutions against the capitalistic system, and determine it must be overthrown immediately, if not sooner.

Future of Second Floor Hat Shop

Has It a Future at All?—Rents Play a Very Important Part in Modern Merchandising—Methods Pursued by Upstair Clothes Shops—Location, Advertising and Slogans—Drawing Attention to the Upstairs Shop

SIDE by side with the introduction of "upstairs clothes shops" comes the innovation of the "upstairs shoe shop" and the "second floor hat shop" among others which cater to the needs of man. The question has been raised whether the hat shop located on the second storey of a store can possibly be made to pay. The argument is raised that the hat business is a difficult one to promote at the best of times, and needs unusually good window displays and attractive price inducements featured prominently before sales can be counted upon to any extent.

In the good old days of moderate rents there was no such thing as an upstairs store, for in a choice between a ground floor and one above the street level the little saving in rent was not considered worth all the time and energy required to make the second storey shop a successful institution. To-day, however, the proposition assumes a different aspect. Rents are high with no relief in sight, the few leases which are available in busy districts of larger Canadian cities are offered at period terms which ensure high rents to the landlord even after rents in general have taken a tumble. For the retailer who handles headwear exclusively to sign a high-rent, long-term lease for the sake of securing ground floor quarters is a matter that requires serious consideration. To-day, however, in most cases second storey stores are the only ones available and if the retailer does not take the upstairs space he gets nothing. Therefore, it behooves the retailer to study its possibilities and not reject the idea as being utterly impractical without due consideration.

How Upstairs Clothing Shops Operate

After all, there is not any really logical reason why a second storey hat shop should not succeed any more than the other kinds of stores mentioned at the outset of this article. Chains of upstairs clothing and footwear shops exist in this country as well as in the United States and reap large profits. "Walk Upstairs and Save Ten" is as significant a slogan as "His Master's Voice," or "A Skin You Love to Touch," and all because it has received Dominion-wide and persistent advertising until it has become almost synonymous with popular priced clothing. But the main difference noticeable between the chain clothing stores and the few headwear retailers who have attempted upstairs hat shops is that while the former fairly shout about their elevated position the latter seem to feel apologetic about it. The clothing stores have turned what might have been considered a drawback into an asset while the latter class of trade continues to regard the second storey shop as a liability. Certain Montreal clothiers who have established themselves firmly in second storey locations along St. Catherine Street would not give up their stands for any consideration. They have faith in the practical value of the upstairs shop and in no way regard it as a makeshift. Therefore, if the idea works in connection with the clothing man, why should it not also prove workable for hatters as well?

The question naturally arises as to which features have most contributed to the success of the leading second storey shops. Is it location, advertising, display, prices or what?

Busy Corners Are Best

Location is undoubtedly an important factor. Successful clothing upstairs shops are invariably located on a corner, preferably on corners where there is an entrance from both streets, and the busier the thoroughfare intersection, the better. A notable example of this can be found in Montreal at the Windsor-St. Catherine Street intersection, where several upstairs clothing shops fairly crowd two corners and blaze with thousands of electric lights during the evenings. These stores are reached by elevator service in addition to the much advertised staircase and make quite a remarkable showing in the way of silent salesmanship at the street entrance although there may be but a foot or two of window space available in which to show a coat or suit. Furthermore, these stores have two entrances leading from either Windsor or St. Catherine Streets upstairs, consequently offering as good facilities for ingoing and outgoing customers as any downstairs shop.

If a corner location is not available, then an upstairs hat shop could be situated in the middle of the block a few doors from the corner on "the" side of the street, or else near a carstop or transfer point. If next to a bank or near a public building, well-known monument, etc., so much the better, for all of these landmarks can be used for advertising purposes, in such phrases as "Two Doors from the Post Office—Smith the Hatter; Up One Flight for Style and Quality," or again, "Smith's Hat Shop. Facing the Memorial Fountain. One Flight Up—But Worth the Climb." Featuring these local landmarks in advertising brings uniformly good results for they are institutions to the townspeople and anything associated with them wins more approval than would otherwise be the case.

Advertise Constantly

The grade of merchandise carried in the second floor shop will determine to a great extent the kind of newspaper publicity that should be run. If the shop is to carry but one brand of merchandise, the people to whom that grade will appeal should be carefully determined and the appeal made through the newspaper that these people read. Such advertising must be continuous if the desired end of getting the upstairs hat shop well known is to be attained. A yearly contract rate with the right newspaper will be the cheapest in the end, for according to one man who has tried the experiment, it takes at least a year's advertising to put the shop "on its feet." Some newspapers allow preferred space, and where this can be secured, it should be contracted for. It may cost a trifle more but it is worth it for it keeps the shop's name in a certain place and becomes familiar to readers in short notice.

Electrical Signs Are Not Ignored

Display windows are the one difficulty in connection with the establishment of an upstairs shop. Of course such display is most effective at the entrance, yet how this is to be done is one of the most difficult problems in connection with the upstairs store. A street door opened to show a flight of stairs will not sell clothing, let alone hats, something more persuasive must be done to transform the upward ascent into a promise of value that will make the climb worth while. An imposing entrance, brightly lit up with electrical signs at night, together with just as much showcase display as can be possibly extracted out of the entrance, will aid matters materially. The staircase must also be kept smartly finished, preferably with fibre matting and brass rods and kept scrupulouly clean. The upper windows may also be dressed as though they were on the street level so that pedestrians looking up will see the character of the goods on sale. Palms and ferns also add to the attractiveness of the hat shop windows.

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Pointers on Correct Dress

ONE of the questions which men who would be correctly dressed on all occasions put most frequently to their clothiers and tailors relates to the use of the dinner jacket which is now so largely worn on the majority of occasions entailing some degree of formal dress. According to "Vanity Fair" of New York, it is evident that the average man knows less about the subject of what is correct to wear in the evening than any other phase of his wardrobe.

As we all know, in the days before the war it was considered correct to wear a dress coat for all formal evening occasions and a dinner jacket was only considered permissible for the most informal functions, such as stag parties, country club dances and the first appearance of college boys at social gatherings. Now that is all changed, and "strictly speaking there are only a few occasions," according to this writer, "on which it is essential to wear a dress coat. These are for a formal private dance, a large dinner party, for weddings which take place in the evening, and for diplomatic and official occasions. For all others a dinner jacket is now considered permissible for the older men as well as for the younger."

One of the reasons advanced for this change is the fact that it is now considered correct to wear a white evening waistcoat, formerly prescribed only with a dress coat, with the dinner jacket, which fashion came in since the war. The well dressed man now wears the same shirt, the same collar and the same waistcoat that he formerly wore with his dress coat, and the dinner jacket has become the accepted attire for ordinary evening wear.

According to this style authority, "the smart evening coat, both dress coat or dinner jacket, is well fitted into the figure this season. The sleeves are cut small, the majority of the lapels are faced with black satin. A facing or piping at the cuff is optional, but some such treatment is very smart this year. It is also a matter of choice whether the collar of the dress coat, as well as the lapel, is faced with satin.

"In the case of the dinner jacket, the shawl collar is coming into equal favour with the notch lapel. A dinner jacket should be cut moderately long. It may be made to be worn open or buttoned but it should never be held by a loop. There should be no flaps to the pockets. The properly fitted dress coat should hold well into the waist but at the same time it should show a generous expanse of shirt front and waistcoat. With both a dress and a dinner jacket, very full trousers, which are plaited at the waist line in front, are the correct thing to wear. The newest fashions in evening waistcoats require such trousers to set them off to advantage.

The Evening Shirt

"The correct evening shirt is one with a plain, stiff bosom and either single or double cuffs. It is a matter of choice whether an evening shirt is made to use one or two buttons in the bosom. This choice depends upon the type of jewelry a man is used to wearing. If his shirt button is a large pearl, one is sufficient. If two buttons are worn they must be of medium size or they may be too conspicuous for a smartly turned out appearance.

"The proper evening collar should be moderately high with a very wide opening. The height of a wing collar does not at all interfere with comfort when the opening is sufficiently wide. This type of collar does not look well when worn low, as an evening collar should show well above the collar of the coat. As much white linen as possible should show with evening clothes in order to relieve the sombre effect of black. A double collar should never be worn with a dinner jacket. The only exception to this rule is that in mid-summer in the country it is possible to take the liberty of wearing a double collar with a semi-stiff pleated shirt.

Wide, Soft Ties Favoured

"The smart evening tie is wide and soft, so that it may be tied in a full bow with a small knot. A white evening tie, to wear with dress clothes, makes the most successful bow when it is made in some thin material, as it is then easily arranged in a small knot with a flaring appearance. It is preferably made in a plain rather than a figured material. A very pleasing effect is made by choosing one's black evening tie of the same material as the facing of the lapel of the dinner jacket. If the lapels are made of satin, it should be a satin tie. If the facing is dull silk, the tie should be of the same material in a soft quality so as to tie in a full bow with a small knot.

Backless Waistcoats

"The long pointed waistcoat is a thing of the past. The smart mode of the moment is a short waisted effect. Double breasted evening waistcoats are being greatly favoured, especially to wear with dinner jackets. The waistcoat which shows a rounded bosom is best adapted to wear with the dress coat, while the V-shaped waistcoat is suited to the dinner jacket because, when a dinner jacket is fastened, the lapel of the waistcoat outlines the satin-faced lapel of the coat in a very pleasing manner. In London there are many backless waistcoats being shown and it is claimed that this cut of waistcoat allows greater freedom of movement than the ordinary waistcoats, with the lining at the back, and is cooler to wear when dancing. It is well to remember that it is very important to adjust a waistcoat by pulling in the strap at the back as much as the figure will allow.

"A top hat or crush hat should be worn at night when in evening dress. A man who wears any other than a top hat with a dress coat is in bad form. A black silk sock, with or without a black clock, is the right sock for evening dress. Patent leather dancing shoes are almost exclusively worn by the best dressed men. Pumps are only correct for house and midsummer wear in the country. Patent leather boots with buttoned cloth uppers are permissible for evening wear but are generally worn only by older men in cold weather.

"Consideration and care must be given to the ordering of evening clothes because they must be well fitted if they are to make a smart effect. The average ready-to-wear dinner clothes may be greatly smartened up and improved with a little careful change in the fitting. A coat which is a size too large may be taken in at the waist and in the back, thus ensuring a comfortable and generous shoulder room. It is a fault, generally found in dinner jackets, that the shoulders are cut on the narrow side, a feature which must be overcome as described. In the same way, pleats may be made at the waist line of ready-to-wear trousers by using the surplus material in that way instead of taking in at the seams when the trousers are a little too large. Also the flaps on the pockets can be removed as they are not correct on a dinner jacket.

Jewelry Used Sparingly

"Watch chains with evening clothes should be of fine linked gold, or platinum, with an occasional pearl between the links, but the fashion for such chains is less noticeable than it was. Silver, gold or platinum cigarette cases are quite good form for evening, and are the one ostentatious article of jewelry a man is allowed to have. Wrist watches are also worn for evening as well as day wear, but a thin pocket watch is really more useful for the evening as it is clumsy to get at a wrist watch under a stiff cuff. Stick pins are expected to become fashionable again. In the past five years men have not worn them, but a good pearl pin is always in good taste, and is correct with an ascot tie. Rings are now worn only on the little finger by men and valuable

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Cardinal Points in Advertising

Its Primary Purpose is to Bring People to Your Store—Every Word, Layout and Picture Have Dollar and Cents Value—Layout and Display—Knowledge of Typography a Most Important Factor in Advertising

By D. L. WESTON, Advertising and Sales Promotion Manager of Jas. A. Ogilvy's, Limited, Montreal

STORE advertising is primarily intended to bring people to your store that is the first and greatest thing never to be lost sight of. Every word we write, every layout we plan, every picture reproduced, is meant to have a certain very definite dollars and cents value. No matter how beautiful an ad looks, no matter how many dictionaries you have consulted, unless your advertising brings customers to your store, it is a failure, and with space costing anything up to $750 a page you cannot afford to lose sight of your one great objective. Is it any wonder that store advertising men, either have heads like billiard balls or badgers? So the first great essential of store advertising is that every advertisement must bring you definite returns. If it does not, then you have to find out why, and find out P. D. Q.

If your advertising fails to bring returns then either the merchandise, the price, or the advertising is at fault. Strictly between ourselves I might add the weather, but if you were to search the whole of the United States and Canada you would not find a single store owner or general manager who would concede that the weather could ever be responsible.

No, Sir! So knowing the causes of possible failure it is our daily duty to beware of them. How? First of all watch your advertising. Let your work be your constant thought. Live with it; love it; study it; ever be on the lookout for chances of improving it; above all, keep your finger ever on its pulse, for the pulse of advertising is the response on the part of the public. Also by inspecting the merchandise—seeing it is wanted merchandise, up to the standard of your store, and consider prices. This last is a pitfall. A department buyer naturally seeks to make all the profit he can for his department. Each buyer knows how much percentage of profit his department has to show at the end of each trading period; but seeing that our wives insist on bargains, he naturally has to put a little extra on now and again to level things up. Other things besides water seek their own level. Of course, the great majority of bargains are really bargains, merchandise bought below market prices for a variety of very good reasons, and sold to the public at prices lower than those generally prevailing.

As to the actual ad itself. How did the items get in—how were they selected and how were they assembled?

No Hit or Miss Method

In all large stores there is a certain definite schedule whereby certain departments are allocated certain days for advertising. This is no hit-or-miss method—in fact I may say parenthetically, there's no hit-or-miss methods in department store advertising at any time. Friday is usually the bargain day, whether you call them bargains or not. Saturday is the day for ready-to-wear selling. The middle of the week is good for piece goods. The latter part of the week for house furnishings. Monday is usually a good day for kitchen ware, etc. So a department buyer knowing that he has to advertise more or less regularly takes care to select wanted merchandise at an attractive price for his advertised items, or goes out into the open market to see what he can pick up cheaply. And here you find the greatest difference in buyers. Some of them seem to have a sixth sense in ferretting out cheap merchandise, whilst others wouldn't see it unless they fell over it. Having bought his merchandise, or having certain stock on hand, he writes out the details of his offerings and sends it up to the advertising department, where it is filed under the day of the week his announcement has to appear.

Each morning an assistant gathers up all these manuscripts and compares them with the list to see they are adhering to the schedule. From January to May, and September to January, the advertising manager is an autocrat sternly denying publicity to a buyer unless he, the advertising manager, wants it. From May to September he is a humble supplicant at the knees of the buyers, beseeching them with tears in his voice, and curses in his heart, to give him copy. When the assistant has collected all the copy it is taken to the advertising manager who looks it over—seeing it is seasonable—seeing it is not old stuff revamped—seeing the comparative prices are not exaggerated. You either O. K. the MSS. and hand it over to the copy-writer to add the garnishments, or else pick up offending copy and get after the buyers hot foot. Eventually everything is lovely. Each department offering is typed on a separate sheet of paper, so as to leave room for you to add some of your own scintillating thoughts if you wish to, or delete some of the adjectives provided.

Now for your layout. Probably no two ad men do their layout in the same way. Personally I consider this a very important feature. Some ads look as though the different items have just been thrown in anyway; in fact I once heard an advertising manager pick up his telephone and calling a buyer say, "Say, Jim, I have 3 inches over 2 cols. that wants filling up, can you give me anything?" Gentlemen, as advertising men you will appreciate what a poor ad that sort of a man will generally turn out. Personally I tabulate the items I have to advertise into three columns. Big display, Medium and Fill Ups. Then I take a small dummy sheet, provided by myself, 8 x 11, ruled into squares representing column widths, 25 agate lines deep. Then I make my dummy layout. I may make 1, I may make 3 or 4, but I go on making trial layouts, until I get one which contains all the items harmoniously balanced without any extravagant use of space. Fifteen minutes spent on trial layouts often saves me $45 worth of space. With that as my guide I then proceed to make my final layout for the printer, wherein, every heading, every piece of body matter, every cut is accurately placed and allowed for; every rule indicated; and all headings, at least, type specified, both as to the kind of type and the font. Then it goes to the printer.

Should Know Typography

It is absolutely essential that the department store advertising man should have a thorough practical knowledge of typography. Fortunately I spent many years in the "Montreal Star," and I know of no experience more valuable to an advertising man than the advertising department of a good newspaper. It gives him an education which will stand him in good stead every day of his advertising life. The typography of advertising can make or mar a sale. Time was—and not so long ago either—when 72 point Cheltenham bold upper case screeched its message across the pages of our favorite papers. Cotton sheets would be advertised in Ecclesiastical Church text and women's new fall hats in Antique, bold also. Every reader of every paper, be he Bank Manager or Street Cleaner, has an aesthetic sense, whether he knows it or not, and the

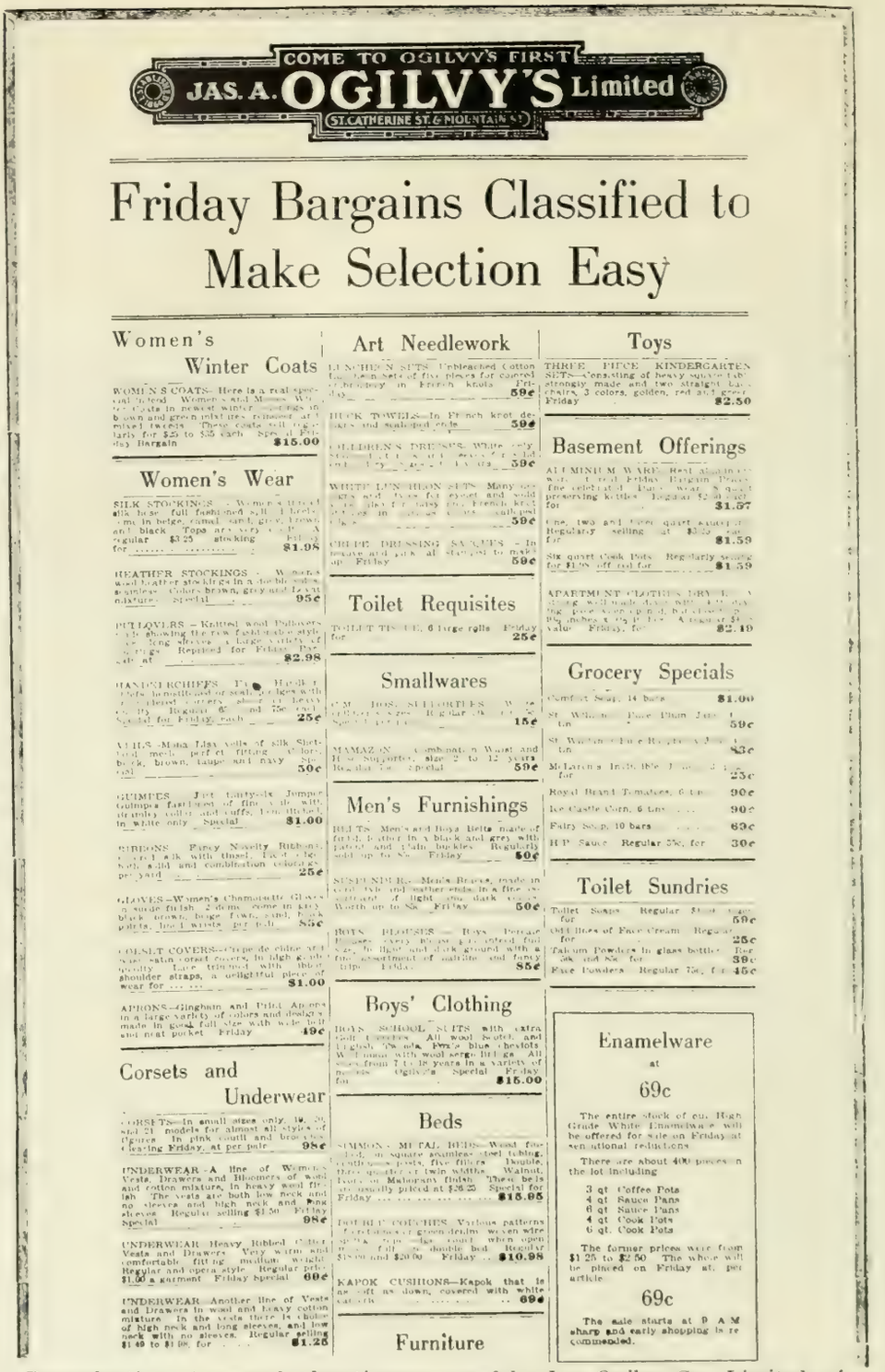
psychological reaction of inharmonious type has been, and is to-day, responsible for many lost and diminished sales.

Compositors, excellent men in many ways, are as a rule bad guides in this respect, although, of course, there are exceptions. Of recent years they have learned not to mix fonts in an ad, but a department store manager must be able to specify his type to secure the best results.

It is also absolutely essential in making your layout to pay strict attention to your display. Remember a paper is not bought primarily for the advertising: It is bought for the news, and people will only read your store news if it is presented in a thoroughly clear manner. To achieve the best results you must have the ad well balanced, you must not let the display heading for one line of merchandise be too close to another line of merchandise. We have to break the ad up. Separate your display sections with small items, for by so doing you not only secure each display section receiving the attention it deserves, but the small items sandwiched in between, also receive a prominence of their own.

Use pictures. The more pictures you use in your advertising the better results you will obtain. Don't keep using the same pictures over and over again. A good neat service is comparatively inexpensive, and provides you with constant new material. And be sure your illustrations are pictorially faithful to the article you are advertising. If they are not, trouble will soon be your middle name.

Store advertising has to be dignified and simple. Clever advertising defeats its own ends. Readers will remember a clever, smart advertisement, but usually fail to remember what it advertised or who advertised it. Spending money to-day is for most people a serious duty and not a pleasurable avocation. Your advertising should reflect this. For the same reason do not sell a coat as a coat. Sell the person the warmth the coat will give, the fashion it displays, the sound workmanship it contains.

Each department is allowed a certain percentage of its sales for advertising, the percentage varying from ½ to 1 per cent. to as much as 8 or 10 per cent. I know the amount of business the buyer has been told to do in the year. I know the advertising percentage for his department, so I easily know how much he may spend in the year. That amount I have to allocate into twelve irregular monthly instalments.

COME TO OGILVY'S FIRST

JAS. A. OGILVY'S Limited

ST. CATHERINE ST. & MOUNTAIN ST.

Friday Bargains Classified to Make Selection Easy

Women's Winter Coats

WOMEN'S COATS—Here is a real special offering. Women's and Misses' Winter Coats in newest winter ... effects in brown and green mixtures, trimmed with ... Three coats well regularly for $25 to $35 each. Special Friday Bargain ... $15.00

Women's Wear

SILK STOCKINGS — Women's pure silk hose, full fashioned, with 1 inch ... in beige, camel, sand, grey, brown and black. Tops are very elastic. ... regular $3.25 stocking. Friday ... $1.98

HEATHER STOCKINGS — Women's wool heather stockings in a double sole, seamless. Colors brown, grey and heather mixture. Special ... 95¢

PULLOVERS — Knitted wool Pullovers, ... showing the new fashionable styles ... long sleeves, a large variety of ... Regular for Friday Bargain ... $2.98

HANDKERCHIEFS — Fine Handkerchiefs, hemstitched or scalloped edges with ... finest cotton sheer of heavy ... Friday, Regular 65c and 75c each. Special for Friday, each ... 25c

VEILS—Mona Lisa veils of silk Shetland mesh, perfect fitting, colors ... black, brown, taupe and navy ... 50c

GUIMPES — Jet fancy-tex Jumper Guimpes fashioned of fine voile with ... trimmed collar and cuffs, long sleeves, in white only. Special ... $1.00

RIBBONS — Fancy Novelty Ribbons, ... and silk with tinsel. Neat ... both solid and combination colorings, ... per yard ... 25¢

GLOVES—Women's Chamoisette Gloves, ... suede finish, 2 dome, some in grey, black, brown, beige, white, and black points, fine 1 wrists, per pair ... 85¢

CORSET COVERS—Crepe de chine and ... satin corset covers, in high grade quality. Lace trimmed with ribbon shoulder straps, a delightful piece of wear for $1.00

APRONS—Gingham and Print Aprons in a large variety of colors and designs, made in good full size with wide belt and neat pocket. Friday ... 49¢

Corsets and Underwear

CORSETS—In small sizes only, 19, 20, and 21 models for almost all styles of figures. In pink coutil and broche. Clearing Friday, at per pair ... 98¢

UNDERWEAR—A line of Women's Vests, Drawers and Bloomers of wool and cotton mixture, in heavy wool finish. The vests are both low neck and no sleeves and high neck and long sleeves. Regular selling $1.50. Friday Special ... 98¢

UNDERWEAR—Heavy Ribbed Cotton Vests and Drawers. Very warm and comfortable fitting medium weight. Regular and opera style. Regular price $1.00 a garment. Friday Special ... 69¢

UNDERWEAR—Another line of Vests and Drawers in wool and heavy cotton mixture. In the vests there is choice of high neck and long sleeves, and low neck with no sleeves. Regular selling $1.49 to $1.98, for ... $1.25

Art Needlework

LUNCHEON SETS—Unbleached Cotton ... hemstitched. Lunch Sets of five pieces for coarse ... Friday in French Knots. Friday ... 59¢

HUCK TOWELS—In French knot design ... and scalloped ends ... 59¢

CHILDREN'S DRESSES—White ... Friday ... 59¢

WHITE LUNCHEON SETS—Many ... sets and ... for service and wear. ... to 36 inches. Fancy ... French knot ... in ... Friday ... 59¢

CHILI DRESSING SAUCERS—In ... and pink all stamped to make up. Friday ... 59¢

Toilet Requisites

TOILET TISSUE, 6 large rolls. Friday for ... 25¢

Smallwares

CAMBROS SUSPENDERS—White ... Regular ... Special Friday ... 15¢

MAMAZON—Combination Waist and Hose Supporter, sizes 2 to 12 years. Regular ... special ... 59¢

Men's Furnishings

BELTS—Men's and Boys' Belts made of ... leather in a black and grey, with ... and plain buckles. Regularly sold up to 50c. Friday ... 50¢

SUSPENDERS—Men's Braces, made in ... cord ends and leather ends, in a fine assortment of light and dark colors. Worth up to 50c. Friday ... 50¢

BOYS' BLOUSES—Boys' Percale Blouses, extra large size, collar attached. Size, in light and dark ground with a fine assortment of neatness and fancy stripe effects. ... 85¢

Boys' Clothing

BOYS' SCHOOL SUITS with extra ... All wool Scotch and English Tweeds, Prince Blue Cheviots ... Tweeds with wool serge Bridge. All sizes from 7 to 18 years in a variety of ... Ogilvy's Special Friday for ... $15.00

Beds

SIMMONS METAL BEDS—Wood finish ... on square seamless steel tubing, with ... posts, five fillers. Double ... quarter or twin widths. Walnut, Ivory or Mahogany finish. These beds are usually priced at $26.25. Special for Friday ... $18.95

DOUBLE COUCHES—Various patterns ... in green denim woven wire ... full ... double bed. Regular $15.00 and $20.00. Friday ... $10.98

KAPOK CUSHIONS—Kapok that is ... soft as down, covered with white ... Each ... 69¢

Furniture

Toys

THREE PIECE KINDERGARTEN SETS—Consisting of heavy square tub ... strongly made and two straight ... chairs, 3 colors, golden, red and green. Friday ... $2.50

Basement Offerings

ALUMINUM WARE—Best ... ware. Special Friday Bargain Prices ... celebrated Duro ware. 8 quart preserving kettles. Regular $2.50 ... for ... $1.57

One, two and three quart saucepans. Regularly selling at $2.50 ... for ... $1.59

Six quart Cook Pots. Regularly ... for $1.95, off for ... $1.59

APARTMENT CLOTHES DRYER—A ... well made dryer with ... ing ... hooks, ... Dries ... Regular $4 ... value. Friday, for ... $2.19

Grocery Specials

Comfort Soap, 14 bars ... $1.00

St. Williams Pure Plum Jam, 4 ... tin ... 59¢

St. Williams Pure Raspberry Jam, ... tin ... 83¢

McLaren's Imperial Cheese, ... for ... 25¢

Royal Brand Tomatoes, 6 tins ... 90¢

Ice Castle Corn, 6 tins ... 90¢

Fairy Soap, 10 bars ... 89¢

H.P. Sauce. Regular 35c, for ... 30¢

Toilet Sundries

Toilet Soaps. Regular ... for ... 59¢

Odorless of Face Cream. Regular ... for ... 25¢

Talcum Powders in glass bottles. Regular 50c and 85c for ... 39¢

Face Powders. Regular 75c, for ... 45¢

Enamelware at 69c

The entire stock of our High Grade White Enamelware will be offered for sale on Friday at sensational reductions.

There are about 400 pieces in the lot including

3 qt Coffee Pots
4 qt Sauce Pans
6 qt Sauce Pans
4 qt Cook Pots
6 qt. Cook Pots

The former prices were from $1.25 to $2.50. The whole will be placed on Friday at, per article ...

69c

The sale starts at 9 A.M. sharp and early shopping is recommended.

Reproduction of a novel advertisement used by Jas. Ogilvy Co., Limited, of Montreal. The layout which follows the classified advertisement style attracted a good deal of attention and brought good results.

FUTURE OF SECOND FLOOR

(Continued from page 15)

If the store can become known as offering the best value in the neighborhood at a certain price for a good grade hat, giving this particular brand a distinctive name and keeping this name before the public at all times and occasions, much will be accomplished in the right direction.

Above all, a personal reputation and an informal atmosphere will ensure the rapid popularity of the upstairs shop, which should be known by a catchy and pithy title. All the usual ways used in connection with the establishment of a regular ground floor hat shop can also be tried out upstairs, such as sending out circulars or personal letters, special sales, etc.

POINTERS ON CORRECT DRESS

(Continued from page 16)

rings are not in especially good taste, particularly in the case of diamonds, which are no longer considered a man's stone."

The writer of this article concludes by pointing out that "the only requirements for being perfectly dressed are perfectly made clothes. They are the one thing that will produce the effect of what we call a "smart man." Some men appear to have the gift of wearing their clothes well; however, this is not impossible to acquire and the effect is really produced by little things. A neatly tied bow, a waistcoat which is pulled in tightly at the waist, or a handkerchief properly adjusted in the breast pocket, are details which produce the effect."

Christmas Greetings

THANK YOU for your liberal patronage throughout the year 1922 and for the confidence you have shown in the House of Racine—We cordially wish you a real old Merry Xmas and a New Year that will be the birthday of such a prosperous year that all your previous records will be beaten.

May you continue to find Racine merchandise and Racine service as dependable throughout the new year as in the past—On our part we can assure you of our best endeavor to give your esteemed orders the proper attention good business demands.

Alphonse Racine Limited

"Men's Wear Specialists"

Everything in Men's Furnishings

60-98 St. Paul St. West

MONTREAL

Factories:- Beaubien Street, Montreal
St. Hyacinthe, P. Q.
St. Denis, P. Q.
18 Permanent sales offices.

H. S. Jacques, Chief Designer and in charge of manufacturing, John W. Peck & Company, Limited, Montreal.

Peck's

The Jacques Touch That Means So Much

—the difference between garments of average merit and clothes that have character, an individuality all their own—that is the "Jacques Touch." It is exemplified in the Peck range for Spring 1923 now being shown, a line that will grip your interest, the offering of the largest modern clothing organization in Canada. No keen buyer can afford to miss a careful inspection of the range.

CLOTHING

JOHN W. PECK & COMPANY LIMITED

MONTREAL WINNIPEG VANCOUVER

Wm. H. Leishman
& Co., Limited

Extend to Their Customers
And Friends Their
Best Wishes
For

A Happy Christmas and Prosperous New Year

Wm. H. Leishman & Co.

Limited

192 Spadina Avenue, Toronto, Ont.

Makers of the best Tailored Garments for Men

Mr. "Men's Outfitter":

"Why not" make your store the headquarters for the well known, fastest selling, tailoring line in Canada next Spring?

Artcraft Tailoring for Men

The amazing thing about a tailoring business.

If a merchant is of good standing, it costs no more to have the BEST tailoring line than the POOREST.

One is as easy to get as the other.

You can sell clothes, the highest class of clothes or the shoddiest. You can sell clothes that will make your town advertise you or clothes that will make your town fight shy of you.

If you become THE ROYAL TAILORING representative in your town, you will have back of you an organization that has been built up on fair dealing, and will deliver satisfying clothes, that is maintained to render

Quality — Service — Value

TOM MOORE
Sales Manager

THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

ROYAL TAILORED CLOTHES

Makes Popular Prices Safe
Cultivate The Young Men's Trade with

"MEDIUM PRICED"

Artcraft Tailoring for Young Men and Men Who Stay Young

Fit the customer's pocket book as well as his figure.

Our Spring 1923 Line Will Be Ready In January

Insure right now that a complete sample outfit will go to your store February 1. Charges prepaid.

THE "ROYAL" TAILORS

QUALITY, SERVICE AND VALUE

86-88 RICHMOND ST. WEST

TORONTO, CANADA

When they ask for the Underwear that Mother always Buys

We are advertising Dods-Knit Underwear this season in the newspapers strong. The key-note is contained in the phrase "The Underwear That Mother Always Buys." She buys underwear for the whole family and she always chooses some of the Dods-Knit lines, according to whether husband, son, daughter or the children are to be provided for.

Dods-Knit Underwear is a staple line in the Canadian trade, with a staunch reputation. We are not letting it go at that though. Notice the ads in the daily papers this season. And be prepared when customers mention Dods Underwear as "The Underwear That Mother Always Buys."

MADE IN CANADA TRADE MARK DODS - KNIT

Look for this trade-mark when they ask for Dods-Knit, "The Kind That Mother Always Buys."

The DODS-KNIT Line

Underwear For the Whole Family

DODS-KNIT BEAVER FLEECE, including vests, drawers, combinations and bloomers for ladies; and sleepers, waists, bloomers, vests, drawers and combinations for children; and two-piece suits and combinations for men and boys.

DODS SCOTCH KNIT AND DODS ELASTIC KNIT, for men and boys. Guaranteed 100% pure wool.

DODS MERINO AND NATURAL WOOL, a fine medium weight for high-class trade. Men's, Women's, Boys' and Girls'.

Every garment carries the Dods-Knit trade-mark.

Selling Agents

Ontario and Western Canada

R. READE DAVIS
Manchester Bldg.,
33 Melinda Street
Toronto, Ontario

Quebec and Maritime Provinces

WILLIAM C. FORSTER
128 Bleury Street
Montreal, Que.

The Dods Knitting Company Limited

Orangeville - Ontario

Men's Wear Review
Wishes You
A Merry Christmas
and
A Happy Prosperous New Year

Clothing Manufacturers and Merchant Tailors

will find much to interest them in the linings, dyed and finished by the Bradford Dyers' Association. Two finishes of extraordinary quality, value and popularity with the trade are:

B.D.A. "MARQUISE"—a finish for Cotton Venetians that gives to these sturdy linings the appearance of the finest silk.

Moreover, B.D.A. "MARQUISE" linings are not affected by ironing or pressing.

For medium grade garments, we recommend the **B.D.A. "SUNBRITE MARQUISE DE LUXE."**

This is a finish that gives to Cotton Venetians a lustre and depth of shade second only to silk.

Samples of these, and of other B.D.A. finishes suited to the garment trade, may be had by writing to the principal offices in Bradford, England.

THE
BRADFORD DYERS' ASSOCIATION, LTD

MANCHESTER
6 OXFORD ST
ST PETERS SQ.

BRADFORD
DEPT. 43
39 WELL ST

LONDON
128 & 129
CHEAPSIDE, E.C.2

BDA
(COPYRIGHT)

A Merry Christmas
and
Prosperous New Year

is our heartfelt wish for all

WE REALIZE that happiness is, to a great extent, bound up with business success. Why not, then, make sure of it?

LANG SHIRTS create an atmosphere of satisfaction and good-will wherever they are sold. The customer likes them because they are serviceable and good looking; the retailer finds them profitable as business-builders and his staff have no trouble in making sales.

The Lang Shirt Company, Limited

Kitchener, Ontario

A Most Happy and Prosperous New Year to You All

Many thanks for the good-will shown us in the past. We shall try even harder in the future to merit your favors and continued good-will.

Hanson's socks are manufactured to secure a lasting reputation. They are imitated by many—equalled by none. Look for the Hanson trade mark on every pair, none genuine without it.

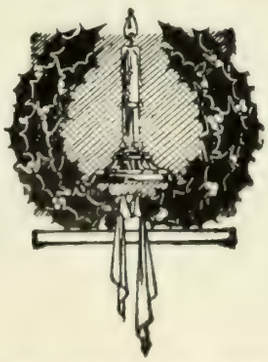
GEORGE E. HANSON

Established 1878 MANUFACTURER HULL, P.Q.

Stocks carried at Archibald & McDougall Ltd.
370 Donald St., Winnipeg

Greetings

and best wishes both now and for the year ahead



We extend our thanks to our many customers throughout Canada for their splendid patronage during the past year. While our service has met with satisfaction and approval, we hope in the coming year to be more deserving of your trade.

The Dale Wax Figure Co.

LIMITED
86 York Street
TORONTO

Canada
is on the eve of
Great Prosperity!

- -

Let us all be possessed of
Courage
Faith and
Optimism

- -

Our
New Year's Wish
to you is that you will enjoy
a full share of that prosperity.

H. E. DAVIS & CO.
MONTREAL

To our customers and the trade in general we extend the Greetings of the season and the heartiest co-operation for a most successful 1923

You can help make it—if you stock KANTKRACK Collars.

One Grade Only and that the Best.
One Price to All.

No chance for loss to merchant or customer as every KANTKRACK is guaranteed thru the merchant to give satisfaction.

Parsons & Parsons Canadian Limited

Makers of Composition Collars and Cuffs

Est. in U.S.A. 1879 **HAMILTON, CANADA** **Est. in Canada 1907**

"Craftana"

Registered No 262.005

THE HALL-MARK OF

Maximum Comfort and Durability at Minimum Cost.

FIRST IN THE FIELD AND STILL LEADING.

Manufactured on THE GRADUATED PRINCIPLE, and Commencing with TWO THREADS in the TOP, it increases in WEAR-RESISTING PROPERTIES as it descends.

Thus THE LEG HAS THREE THREADS, THE INSTEP AND FOOT FOUR, and the HEEL and TOE FIVE, making it essentially

A HALF HOSE FOR HARD WEAR.

ABSOLUTELY SEAMLESS
PERFECT IN FIT
GUARANTEED UNSHRINKABLE

THE ACME OF PERFECTION IN FOOTWEAR.

To be had from any of the Leading Wholesale Dry Goods Houses

Wishing You the Season's Greetings and a Prosperous New Year

Get in touch with our boy's suits and bloomers for 1923 and boost your business.

You can always beat price competition by quality goods.

The Jackson Mfg. Co., Limited
CLINTON, ONTARIO
Factories at
Clinton, Goderich, Exeter and Hensall

"_____! What a Woman!"

Irresponsible husband away on a quest for a pot of rainbow gold.

Harassed and dogged by a scheming, unscrupulous admirer who has thrown convention to the winds, in his insatiable desire to win for his own—Lady Lilian Broadbent.

Success on the hunting field crowns the reckless striving of this superb English sportswoman, but over her devoted head hangs a veritable sword of Damocles, a very deluge of ruin and disgrace to drag her down from her place of pride and prestige, to poverty and oblivion—and just when the clouds are blackest—just when Fate seems unkindest—But read it for yourself. It's one of the best stories we ever published—Its title is—

MacLean's Advertising Section

December First

Contains a wealth of suggestion for the Christmas Shopper

More than 95,000 copies each Issue—

"These Worldly Goods"

A fine long complete Novelette by

Gilbert Frankau

One of England's most popular writers in his best style

A Christmas Gift

A yearly subscription to MACLEAN'S MAGAZINE will carry your Christmas to your friends and keep it fresh throughout the year. We notify your friends with a handsome Christmas card. Send $3.00 with the full name and address of each of your friends. We do the rest.

MacLean's Magazine
143 University Ave.,
Toronto

Other Features of this fine, big Issue

"The Christmas Spirit" - -	*By Alan Sullivan*
"The Persian Rug Wife" - -	*By Mary B. Wilson*
"Ring Out, Wild Belles" - -	*By Archie P. McKishnie*
"Caste" *Concluding Installment* -	*By W. A. Fraser*
"Drifting back to Party Lines" -	*By J. K. Munro*
"Licking Stamps for Fifty Years"-	*By J. M. Elson*
"Good Bye, Old Sourdough" -	*By Guy Morton*

The Women's Dept.—Out of Doors in Canada and Review of Reviews

DECEMBER FIRST ISSUE

20 Cents AT ALL News Stands

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

The Season's Greetings

and Best Wishes for Good Health, Happiness and Prosperity throughout the year 1923

We wish to thank our customers for their co-operation in the past year and assure them that we shall continue to do all in our power to meet their requirements in the coming year. You have but to see our Spring 1923 samples of Garters and Suspenders to realize that we are showing goods you will want to have early and in quantity.

Nu-Way Strech Suspender Co.

Manufacturers of the Spring Brace

ST. THOMAS, ONT.

Just to Remind You

DURING the first eleven months of this year MEN'S WEAR REVIEW has passed along to its readers ONE HUNDRED AND TWENTY-EIGHT merchandising ideas that have been tried out in different stores in Canada and the United States. These included many articles on Salesmanship.

It has had TWELVE special articles on advertising, written by advertising experts.

It has given to its subscribers SIXTY-NINE window and interior displays from Canadian and American sources.

It has shown them FIFTY-NINE illustrations of new goods, the outcome of Canadian manufacturers.

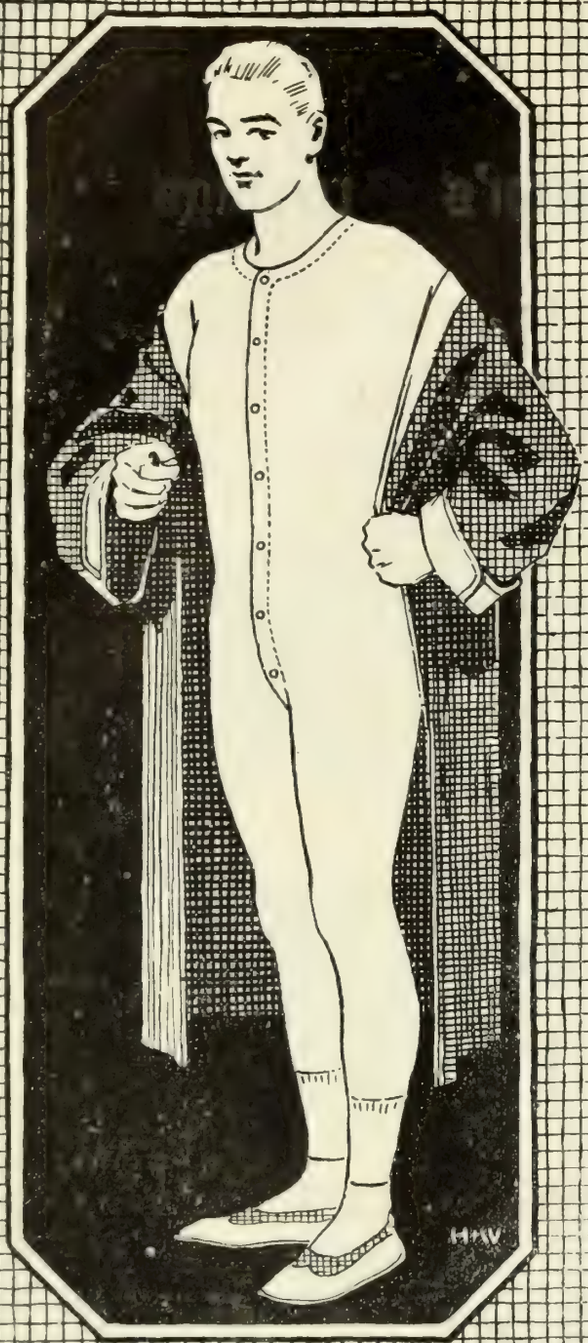
And it has given them a half-dozen specially written articles dealing with the manufacturing processes of different lines in men's wear.

It has carried a special series of articles on The Art of Showcard Writing, written by a staff member of the best Toronto College.

—Pretty good returns for the $2.00 they invested a year ago, isn't it? And it is our earnest purpose to give an even larger and if possible a more practical service with 1923.

Have you sent in your subscription for the coming year? If it is about to fall due send it in **now** while you're thinking about it and so save yourself the bother of being billed later on.

Tell the editor what articles you prefer to see in MEN'S WEAR REVIEW. He is always looking for suggestions from live subscribers and will value a few words from you.



Honest Wool
Honest Workmanship
Honest Wear

ATLANTIC
UNSHRINKABLE

The UNDERWEAR
that Overwears

ATLANTIC UNDERWEAR Limited
MONCTON, N.B.
E. H. Walsh & Company
Montreal & Toronto
Selling Agents for Quebec, Ontario and Western Provinces

To our many customers throughout Canada we express our

Best Wishes
for
Christmas
and the
New Year

"Barriecloth" Ulsters
"Barrie" Trousers

THE ROBE & CLOTHING CO.
LIMITED
KITCHENER ONTARIO

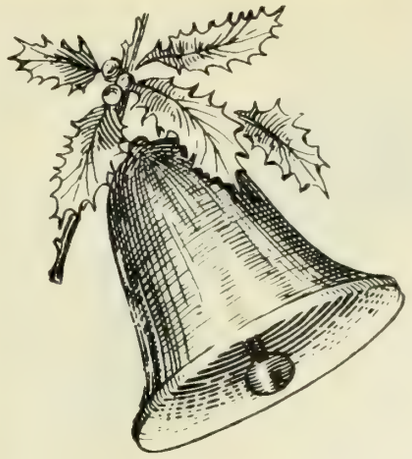
Turnbull's
"CEETEE"
THE ONLY UNDERCLOTHING THAT IS REINFORCED AT ALL WEARING PARTS
MADE IN CANADA
MADE BY *Turnbulls* OF GALT

Have you renewed your subscription to

Men's Wear Review

yet?

Send it in *now* while you're thinking of it!



May Christmas Bring You Happiness and the New Year Prosperity

For the courtesy of your patronage in the past year we sincerely thank you and hope to enjoy a continuance of these cordial relations during the coming year.

OXFORD CLOTHING CO., Limited

King Street and Spadina Ave., Toronto

"Why, I Own Stock In That Company"

"Let me see what The Financial Post has to say about it."

You too probably have made investments in stocks and bonds. You too would be interested in knowing what THE FINANCIAL POST has to say about the companies you have invested in, for THE FINANCIAL POST'S information is always authoritative, and often exclusive.

Do You Hold Any of These Investments?

Dominion Iron & Steel
Consolidated Smelters
Dome Mines
Mackay Companies
Brazilian
Barcelona
Kirkland Lake
Mining Corporation
Carriage Factories
Mattagami Pulp
Canada Steamships
C.P.R.
Matachewan Rand
Duluth Superior
Riordon
Hudson Bay Mines
Canadian Western Natural Gas
International Nickel
Davidson
Dominion Stores
Canada Flour
Dominion Chocolate
Canada Bread
Mount Royal Hotel
Ruggles Motor
Quebec Railway
Steel of Canada
Wayagamack
Toronto Railway Company
Matachewan Power
Rosemount Apartments
Clarke Brothers
Winnipeg Electric Railway
Dominion Combing Mills
Monarch Life

In one ordinary issue of THE FINANCIAL POST there was news concerning each one of these companies.
In every issue of THE FINANCIAL POST there is news—much of it exclusive news—about dozens of important Canadian companies, companies in which you may be a shareholder or bondholder.
To be informed on investment matters is essential if you are to make the most of your investments.
There is breadth to THE POST'S service. Each week you get:

- News of stocks, securities and companies.
- Review of business conditions.
- Crop reports.
- Reports on real estate and building throughout Canada.
- Discussions on bond investing.
- Insurance for buyer and seller.
- Taxation problems.
- Statistical information of value to every investor.
- Weekly quotations on all securities.
- Articles on immigration and other national problems.
- Etc., etc., etc.

Use the coupon to subscribe for THE FINANCIAL POST. It will bring you weekly messages of real help. 9,000 other Canadian investors are subscribers.

The Plus Feature of the Post's Service.

Every subscriber has the privilege of submitting his own investment problems to the editor. You may ask as many questions as you like and they will be freely and thoroughly answered. This service alone is worth more than the subscription price.

THE FINANCIAL POST,
143 University Avenue, Toronto.
Send me The Post for one year (52 issues). I enclose $5 (or you may draw on me.)

NAME .....

ADDRESS .....

Greetings to the Trade

We Wish You One and All A Merry Christmas and Even More Prosperous 1923

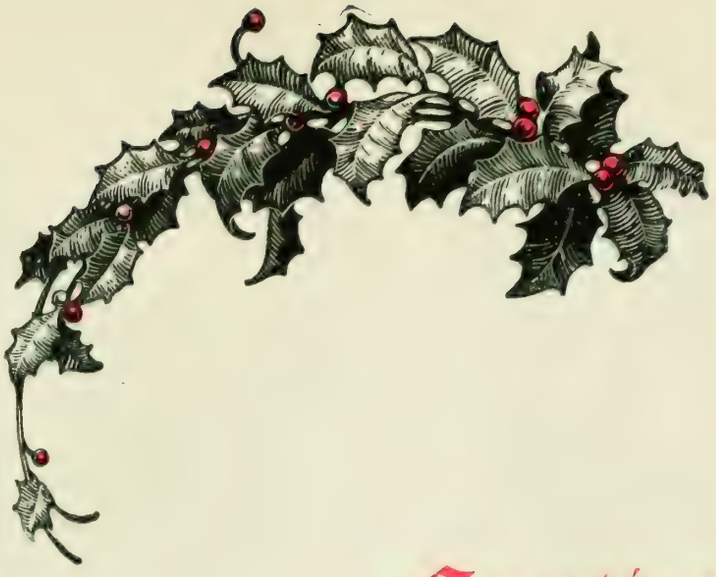
We not only wish you this—but we are going to do everything in our power to make it so.

Actions speak louder than words. We believe in showing our appreciation of past favors by giving Better Garments and Better Service this year than ever before.

The Berger Tailoring Company
Limited

Makers of "Clothes of Quality"

256 Richmond St. W., Toronto



Greetings

May Good Fortune, Health and Happiness be yours this Christmas and throughout the Coming Year.

TUTT CLOTHING CO

MAKERS OF FINE CLOTHES

WHOLESALE CUSTOM TAILORS

21 DUNDAS STREET EAST,

TORONTO

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